

10,000

1992

Salaries Report

Salary ranges for key middle management
and supervisory positions.

Published by: AMS • Washington, DC

10,000

WILLING TO BE BOTHERED ON DEMAND
TENTH THOUSAND DOLLARS

10,000

1992 AMS MANAGEMENT SALARIES REPORT

Prepared For

ADMINISTRATIVE MANAGEMENT SOCIETY

1101 Fourteenth Street, N.W.

Suite 1100

Washington, D.C. 20005

Prepared By

ASSOCIATION RESEARCH, INC.

4 Research Place, Suite 220

Rockville, Md 20850

© Copyright 1992, the Administrative Management Society. No portion of the contents of this booklet may be reprinted without the written permission of The Administrative Management Society.

TABLE OF CONTENTS

INTRODUCTION	1
SURVEY METHODOLOGY	3
HOW TO USE THE STATISTICAL TABLES	3
TABLE ORGANIZATION	4
U.S. AND CANADIAN DATA	4
REGIONS	5
COMPANY SIZE	5
TYPE OF BUSINESS	5
METROPOLITAN AREAS	6
USING DATA IN THE TABLES	6
CHARTS	
Salary Budget Increases	7
Average Work Week	7
Management Salaries	8

APPENDIX A

Statistical Tables

Company Characteristics	Table A-1 to A-3
Salary Budget Increases	Table A-4 to A-7
Average Work Week	Table A-8

Salary Tables

Total U.S.	Table A-9
Total Canada	Table A-10
U.S. Regions	Table A-11 to A-15
Company Size	Table A-16 to A-21
Type of Business	Table A-22 to A-29
Metropolitan Areas	Table A-30 to A-83

APPENDIX B Map of U.S. Census Regions

APPENDIX C Position Descriptions

APPENDIX D Survey Instrument

INTRODUCTION

This is the 46th annual report on Management Salaries published by the Administrative Management Society (AMS).

Survey results are based on a representative cross section of North American companies. The sample is diverse and covers many types of businesses, including small and large employers.

Nearly 750 companies supplied salary data that covered nearly 7,500 employees in benchmark jobs. It is estimated that the respondents, as a group, employ between 400,000 and 500,000 people.

This year's edition offers additional statistical measures of salary data as well as an enhanced format. All salary tables have a comprehensive set of statistical descriptions including mean, median, and quartiles for salaries weighted by the total number of employees, as well as the mean value of company average salaries.

This report includes tables that describe the characteristics of the companies that responded to the survey, including size, location, and type of business (Table A-1 thru A-3).

To better understand trends in salary levels, respondents were asked about actual and planned increases in salary budgets. The average increase for non-exempt employees at U.S. companies was 4.4% for 1992 over 1991 (Table A-4); the planned increase for 1993 was 4.6%. Exempt workers fared just a little bit better - an average increase in the U.S. of 4.5% was reported for 1992, with a 4.7% rise anticipated for 1993.

Nearly 700 companies indicated their average work week for 1992. The highest U.S. region was the South which averaged 39.9 hours. The lowest U.S. region was the Northeast at 38.6 hours, which was, none the less higher than the Canadian average of 38.1 hours.

The salary data are broken out in separate tables for national composites - one for the U.S. and one for Canada - and for five U.S. regions. Six company sizes are profiled with separate tables, as are eight business types. Also, over 50 metropolitan areas are characterized with separate tables.

Appreciation is expressed to the following individuals for their assistance in gathering the data for the final results.

Suzanne Davis (AMS Atlanta Chapter)
Robert Wiechman (AMS Buffalo Chapter)
Claudia Toner (AMS Charlotte Chapter)
Jean Witbeck (AMS Chicago Chapter)
Chris Hutchinson (AMS Delaware Chapter)
Jane Feggestad (AMS Denver Chapter)
Mary Sheldahl (AMS Des Moines Chapter)
Ron Parks (AMS Evansville Chapter)
Vicky McKay (AMS Fargo-Moorhead Chapter)
Nancy Hampton (AMS NW Georgia Chapter)
Joyce Cantrell (AMS Greensboro Chapter)
Robert Dancey (AMS Grand Valley Chapter)
Gene Carpenter (AMS Houston Chapter)
Marie Ippolito (AMS Indianapolis Chapter)
Marcus Deal (AMS Knoxville Chapter)
Christine Griffith (AMS L.A. Chapter)
Rob Schindewolf (AMS Lancaster Chapter)
Barb Bigler (AMS Madison Chapter)
Jim Olar (AMS Mid-Missouri Chapter)
Carol Fitzgerald (AMS Minneapolis Chapter)
Larry Redden (AMS Kansas City, MO Chapter)
Hank Hardy (AMS Omaha Chapter)
Mary Heatherly (Pennsylvania Blue Shield)
Diane Whitehead (AMS Portland, OR Chapter)
Sam Beasley, Jr. (AMS Research Triangle Chapter)
Jo Ann King (AMS Reading Chapter)
Jewell Aiken-Smith (AMS Richmond Chapter)
R. K. Totten (AMS Roanoke Chapter)
Gerald R. Katz (AMS San Francisco Chapter)
Annette R. Pruitt (AMS Columbia, SC Chapter)
Cecil Hutcherson (AMS Spartanburg Chapter)
Marvin Evans (AMS Syracuse Chapter)
Jolanda Brink (AMS Toronto Chapter)
Tom Angleton (AMS Tulsa Chapter)
Bill Wiggin (AMS Westchester Chapter)
Dean Schraw (AMS Denver Chapter)
Thomas Fitzgerald (AMS Winston-Salem Chapter)

SURVEY METHODOLOGY

The 1992 AMS Management Salaries Report summarizes annual salaries for 22 benchmark positions. The data cover various types and sizes of businesses throughout the United States and Canada, effective February 1, 1992.

Survey instruments were distributed to representatives at 62 AMS chapters and other metropolitan areas. During February 1992, each chapter distributed survey instruments and postage paid reply envelopes to representative samples of AMS member and nonmember companies. This distribution was supplemented by a direct mailing of instruments to all AMS members and to companies that had participated in previous years.

All survey instruments were mailed or faxed directly to Association Research, Inc. in Rockville, Maryland for data entry and statistical analysis.

Each respondent identified their company's primary type of business, the size of the business in terms of employment, as well as the metropolitan area. Also, respondents were asked for some general salary administration information regarding changes in the salary budget and average work week.

Twenty-two job positions were included in the survey, and descriptions for each were included with the instrument. For each position, data were collected on the annual starting salary, the average annual salary, and the number of employees in the position, effective February 1, 1992.

HOW TO USE THE STATISTICAL TABLES

All of the tables containing salary data have the same format. The first five columns of each table describe the salary distribution based on the total number of employees covered. The last two columns, which are not weighted, show the average salary per company.

The statistics included in the salary tables are:

First Quartile

The first quartile, also known as the 25th percentile, is the salary that is higher than 25% of all salaries and lower than 75%. In other words, if all the salaries were arranged from lowest to highest, the first quartile splits the distribution into two pieces - the lower 25% and the upper 75%.

Employee Average

This is the mean salary weighted by the total number of employees reported. The mean value is the sum of all salaries divided by the number of salaries included.

Employee Median	The median is the salary that is in the middle of all values arranged from lowest to highest. Half of all values are less than the median; half of all values are higher than the median. The median is not biased by extreme values that would affect the mean. This is more important when salaries are based on a small number of observations in a table.
Third Quartile	The third quartile - 75th percentile - is the salary that is higher than 75 % of all salaries, but lower than 25 %. The range of values between the first and third quartile is often referred to as the "Mid 50% Range" since half of all the salaries for a given category lie between the values.
Number of Employees	The total number of employees reported by all companies.
Company Average	This is the mean salary of the position for all companies. This value is not weighted by the total number of employees. Therefore, a company with 20 employees in a position has the same weight as a company with only one employee.
Number of Companies	The total number of companies that reported an average salary for a particular position.

TABLE ORGANIZATION

The salary tables are arranged by key demographic breakouts to allow users of the report to compare their salaries with those of similar businesses. Tables are broken out by region, company size (number of employees), type of business, and metropolitan area.

U.S. AND CANADIAN DATA

Thirty-eight respondents were Canadian businesses whose data are only found in the Total Canada table (expressed in Canadian dollars) and in two Canadian metro areas - Edmonton and Metropolitan Toronto. All other salary tables include only U.S. companies.

REGIONS

All respondents were organized into five U.S. regions and Canada. A map of the U.S. regions is found in Appendix B. The regions conform to standard U.S. census definitions except that the North Central region is divided into two census districts:

- Northeast (ME, VT, NH, MA, RI, CT, NY, NJ, PA)
- South (MD, DC, DE, VA, WV, KY, TN, NC, SC, GA, FL, AL, MS, LA, AR, OK, TX)
- Eastern North Central (OH, IN, IL, MI, WI)
- Western North Central (MN, IA, MO, ND, SD, NE, KS)
- West (CA, OR, WA, ID, MT, WY, CO, UT, NV, AZ, NM, AK, HI)
- Canada (all provinces)

These regional definitions are very similar to those used in previous AMS surveys. One difference is the policy of including Delaware, Maryland, and the District of Columbia in the South region to conform with the U. S. Bureau of the Census. The other difference is the labels given to the Midwest regions; "East North Central" was referred to in earlier surveys as "Great Lakes" and "West North Central" was referred to as "Midwest."

The greatest number of respondents was in the Northeast (27.0%), closely followed by West North Central (25.4%). Nineteen percent of the participants were from the East North Central, with 14.1% from the South and 10.1% from the West. The 38 Canadian companies represent 4.4% of all participants.

COMPANY SIZE

All U.S. respondents were grouped by the number of employees at the reporting location. To get a more even distribution of salaries by company size, the 1 - 100 employee category used in earlier surveys was divided into two: 1 - 50 and 51 - 100. Nearly one-fifth (20.4%) of the companies were in the smallest category (1-50 employees). The next largest group (21.5%) was made up of companies with 101-250 employees. The largest companies, more than 1,000 employees, represent 16.6% of the total sample.

TYPE OF BUSINESS

Respondents are organized by business type in Table A-1. As in previous AMS salary surveys, similar types of businesses are grouped together (Tables A-21 - A-28). This allows for a salary comparison of the 22 key positions showing the number of employees and the number of companies responding. Over one-third of all participants were from manufacturing (20.6%) or insurance (13.4%) concerns. The combination of business (9.3%) and health care (3.6%) services accounted for a substantial response as well.

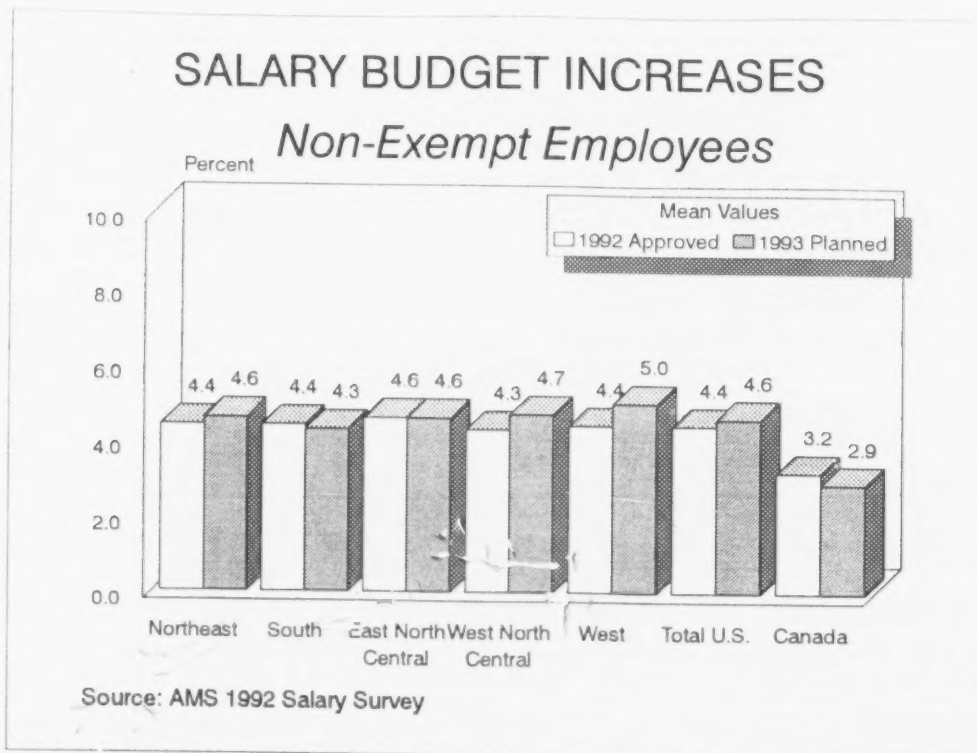
METROPOLITAN AREAS

The respondents have also been divided into metropolitan areas (see Table A-3). Typically, the metropolitan areas correspond to participating AMS chapters. In some larger metropolitan areas or when participating chapters are geographically linked, a metropolitan area may consist of more than one chapter. The Chicago AMS chapter had the largest number of respondents (39). Pennsylvania had the most participants of any state (96).

USING DATA IN THE TABLES

In some tables, especially the metro areas, salaries for any given position are based on a small number of respondents. There is no way to ensure that salaries based on reports from two to four companies are representative or reliable.

Salaries based on only one company's data have been blanked out in each table to avoid disclosure. This criterion was used even if there were three or more employees covered. Also, quartiles for fewer than three values have been blanked out of the tables since the values are not meaningful.



SALARY BUDGET INCREASES

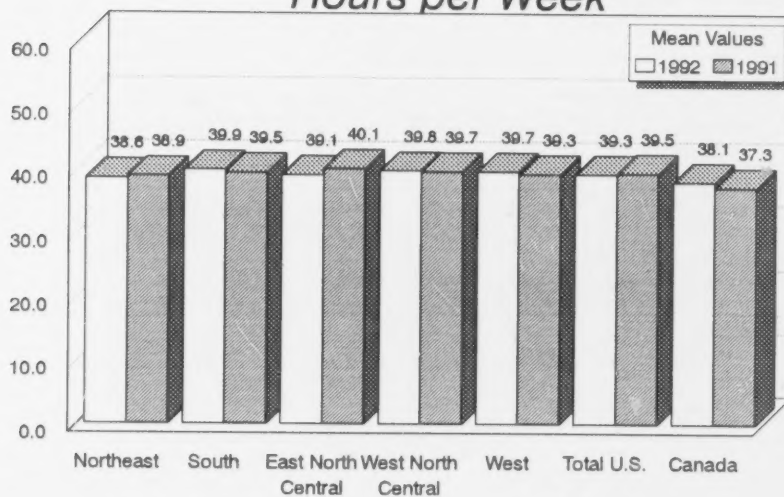
Exempt Salaried Employees



Source: AMS 1992 Salary Survey

AVERAGE WORK WEEK

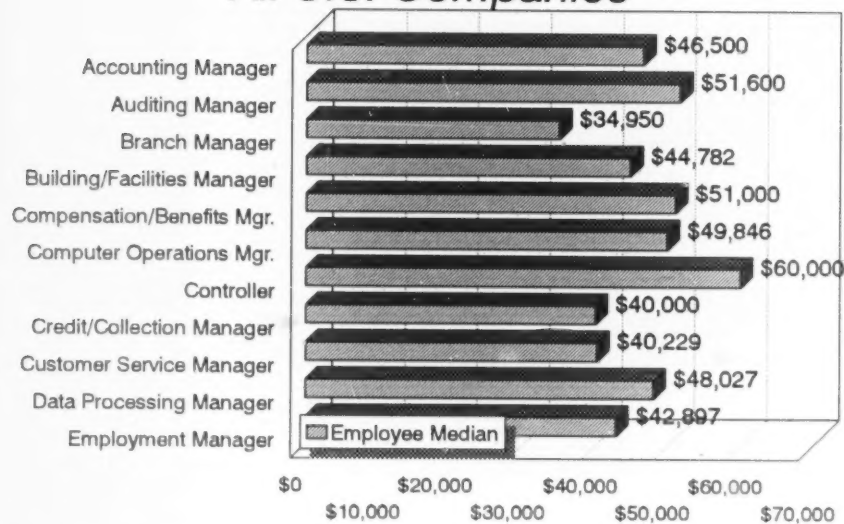
Hours per Week



Source: AMS 1992 Salary Survey

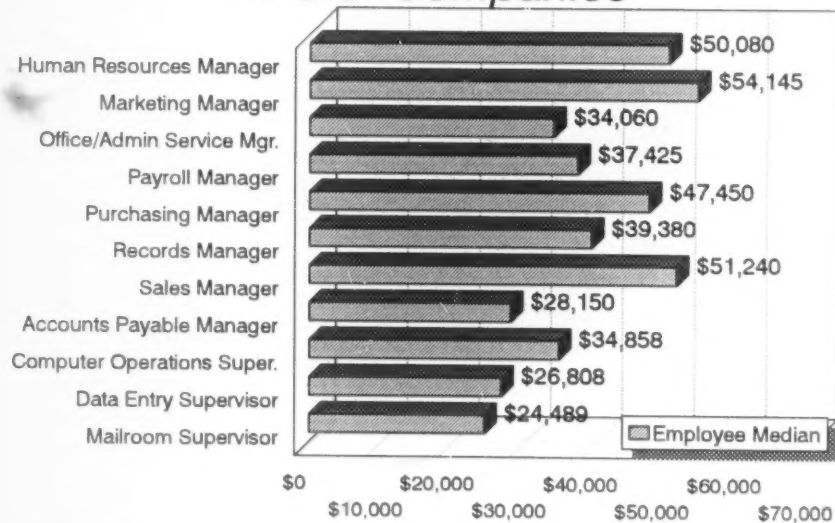
MANAGEMENT SALARIES

All U.S. Companies



MANAGEMENT SALARIES

All U.S. Companies



APPENDIX A

TABLE : A-1

ALL COMPANIES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	TOTAL	
	Number of Companies	Percent
BUSINESS TYPE		
Manufacturing	153	20.6%
Construction	12	1.6%
Banking	30	4.0%
Finance	25	3.4%
Insurance	99	13.4%
Business Service	69	9.3%
Healthcare Service	27	3.6%
Retail	27	3.6%
Wholesale/Distribution	32	4.3%
Utilities	17	2.3%
Transportation	13	1.8%
Communications	17	2.3%
Education	21	2.8%
Government	16	2.2%
Associations/Non Profit	50	6.7%
Other	133	17.9%
TOTAL	741	100.0%

ALL COMPANIES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	TOTAL	
	Number of Companies	Percent
NUMBER OF EMPLOYEES		
1 - 50	150	20.4%
51 - 100	95	12.9%
101 - 250	158	21.5%
251 - 500	121	16.5%
501 - 1000	88	12.0%
More than 1000	122	16.6%
TOTAL	734	100.0%

TABLE : A-2

ALL COMPANIES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	TOTAL	
	Number of Companies	Percent
STATE		
Alabama	1	.1%
Arkansas	1	.1%
California	37	4.9%
Colorado	6	.8%
Connecticut	6	.8%
Delaware	7	.9%
Dist of Columbia	1	.1%
Florida	10	1.3%
Georgia	7	.9%
Idaho	1	.1%
Illinois	50	6.7%
Indiana	28	3.7%
Iowa	36	4.8%
Kansas	14	1.9%
Kentucky	6	.8%
Maine	6	.8%
Maryland	2	.3%
Massachusetts	7	.9%
Michigan	8	1.1%
Minnesota	35	4.7%
Missouri	56	7.5%
Nebraska	20	2.7%
New Jersey	15	2.0%
New York	75	10.0%
North Carolina	26	3.5%
North Dakota	5	.7%
Ohio	39	5.2%
Oklahoma	8	1.1%
Oregon	15	2.0%
Pennsylvania	96	12.8%
Rhode Island	5	.7%
South Carolina	7	.9%
Tennessee	7	.9%
Texas	11	1.5%
Vermont	1	.1%
Virginia	24	3.2%
Washington	9	1.2%
Wisconsin	25	3.3%
Canada	38	5.1%
TOTAL	751	100.0%

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	TOTAL	
	Number of Companies	Percent
REGION		
Northeast	211	28.1%
South	118	15.7%
East North Central	150	20.0%
West North Central	166	22.1%
West	68	9.1%
Canada	38	5.1%
TOTAL	751	100.0%

TABLE : A-3

ALL COMPANIES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	TOTAL	
	Number of Companies	Percent
METROPOLITAN AREAS		
Akron, OH	4	.5%
Atlanta - Northwest Georgia	5	.7%
Battle Creek / Kalamazoo, MI	4	.5%
Boston, MA	5	.7%
Buffalo, NY	31	4.1%
Charlotte, NC	6	.8%
Chicago, IL	39	5.2%
Cincinnati, OH	18	2.4%
Cleveland, OH	7	.9%
Columbus, OH	5	.7%
Dayton, OH	5	.7%
Delaware	8	1.1%
Denver, CO	4	.5%
Des Moines, IA	30	4.0%
Detroit, MI	4	.5%
Fargo, ND / Moorhead, MN	7	.9%
Fort Wayne, IN	17	2.3%
Greensboro, NC	4	.5%
Hampton Roads, VA	7	.9%
Harrisburg, PA	37	4.9%
Houston, TX Metropolitan Area	7	.9%
Indianapolis, IN	8	1.1%
Kansas City, MO & KS	20	2.7%
Knoxville, TN	6	.8%
Lancaster, PA	6	.8%
Greater Los Angeles Metropolitan Area	20	2.7%
Madison, WI	18	2.4%
Metro New Jersey	6	.8%
Mid-Missouri	9	1.2%
Milwaukee, WI	6	.8%
Minneapolis, MN	32	4.3%
Greater Omaha, NE	18	2.4%
Orlando, FL	6	.8%
Philadelphia, PA Metropolitan Area	22	2.9%
Pittsburgh, PA	10	1.3%
Portland, ME	7	.9%
Portland, OR	13	1.7%
Providence, RI	4	.5%
Quad Cities IL & IA	10	1.3%
Reading, PA	17	2.3%
Research Triangle, NC	9	1.2%
Richmond, VA	8	1.1%
San Francisco, CA	16	2.1%
Seattle, WA	9	1.2%
South Carolina	6	.8%
St. Louis, MO	35	4.7%
Syracuse, NY	17	2.3%
Trenton, NJ	6	.8%
Tulsa, OK	9	1.2%
Washington, DC	5	.7%
Westchester, NY	24	3.2%
Wichita, KS	7	.9%
Winston-Salem, NC	7	.9%
Metropolitan Toronto-Grand Valley-South/Central Ontario	36	4.8%
Other	65	8.7%
TOTAL	751	100.0%

TABLE : A-4

ALL COMPANIES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	APPROVED 1992 SALARY BUDGET INCREASE FOR NON-EXEMPT (HOURLY)													
	U.S. TOTAL		REGION											
	Mean	Count	Northeast		South		East North Central		West North Central		West		Canada	
			Mean	Count	Mean	Count	Mean	Count	Mean	Count	Mean	Count	Mean	Count
BUSINESS TYPE														
Manufacturing	4.2%	138	4.4%	50	3.6%	14	4.0%	41	4.3%	27	5.1%	6	2.8%	15
Construction	4.4%	11	6.0%	3	4.1%	5	4.7%	2		1				1
Banking	4.7%	30	4.1%	8	5.2%	7	4.8%	5	4.9%	9		1		
Finance	4.9%	25	4.5%	8			4.9%	3	5.1%	10	5.3%	3		
Insurance	5.0%	98	4.9%	27	5.1%	15	5.3%	23	4.9%	27	4.9%	6		1
Business Service	4.0%	65	4.2%	19	4.0%	19	5.0%	7	3.7%	11	3.3%	9	4.1%	4
Healthcare Service	4.8%	27	4.1%	7	5.4%	5	5.5%	6	4.7%	6	4.4%	3		
Retail	4.6%	25	4.5%	4	4.0%	2	3.9%	8	5.6%	8	4.3%	3	1.5%	2
Wholesale /														
Distribution	4.0%	25	4.4%	6	4.8%	6	4.0%	3	3.8%	6	2.5%	4	3.0%	7
Utilities	4.2%	17	4.0%	5	5.0%	3	3.5%	4	4.2%	5				
Transportation	4.1%	13		1	5.3%	4	4.0%	2	2.3%	3	5.0%	3		
Communications	3.5%	16	2.9%	5	3.4%	7		1	3.7%	3				1
Education	3.9%	21	4.0%	5	3.0%	4			3.7%	10	6.0%	2		
Government	2.4%	16	2.9%	5		1	4.1%	2	.8%	6	4.0%	2		
Associations /Non														
Profit	4.7%	49	4.5%	20	4.9%	3	5.1%	13	4.7%	6	4.7%	7		1
Other	4.5%	129	4.4%	32	4.3%	21	4.8%	29	4.3%	28	4.6%	19	4.5%	4
TOTAL	4.4%	705	4.4%	205	4.4%	117	4.6%	149	4.3%	166	4.5%	68	3.1%	36
NUMBER OF EMPLOYEES														
1 - 50	4.6%	133	4.4%	41	4.6%	26	4.8%	21	5.0%	25	4.1%	20	2.3%	17
51 - 100	4.5%	90	5.0%	29	4.0%	18	5.1%	16	4.1%	18	3.6%	9	2.9%	5
101 - 250	4.4%	150	4.3%	46	4.5%	22	4.3%	33	4.4%	39	4.8%	10	4.2%	8
251 - 500	4.3%	118	4.2%	38	4.4%	20	4.2%	25	4.2%	22	5.2%	13	5.0%	3
501 - 1000	4.4%	86	4.4%	21	4.1%	17	4.8%	17	4.3%	24	4.9%	7	2.0%	2
More than 1000	4.2%	121	4.0%	29	4.5%	14	4.7%	34	3.9%	36	4.5%	8		1
TOTAL	4.4%	698	4.4%	204	4.4%	117	4.6%	146	4.3%	164	4.4%	67	3.2%	36

TABLE : A-5

ALL COMPANIES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	PLANNED 1993 SALARY BUDGET INCREASE FOR NON-EXEMPT (HOURLY)													
	U.S. TOTAL		REGION											
	Mean	Count	Northeast		South		East North Central		West North Central		West		Canada	
			Mean	Count	Mean	Count	Mean	Count	Mean	Count	Mean	Count	Mean	Count
BUSINESS TYPE														
Manufacturing	4.3%	138	4.2%	50	4.0%	14	4.5%	41	4.4%	27	4.5%	6	2.7%	15
Construction	4.6%	11		3	4.3%	5	5.0%	2		1				1
Banking	4.8%	30	4.5%	8	5.0%	7	5.0%	5	4.9%	9		1		
Finance	6.3%	25	4.4%	8		1	4.5%	3	5.3%	10	14.5%	3		
Insurance	5.0%	98	5.0%	27	5.3%	15	5.1%	23	5.0%	27	4.6%	6		1
Business Service	4.4%	65	4.5%	19	3.6%	19	5.1%	7	4.8%	11	4.3%	9	3.0%	4
Healthcare Service	5.0%	27	5.0%	7	5.3%	5	4.7%	6	5.0%	6	5.0%	3		
Retail	4.7%	25	4.5%	4	3.0%	2	4.5%	8	5.6%	8	3.5%	3	5.0%	2
Wholesale /														
Distribution	3.4%	25	4.3%	6	3.4%	6	5.0%	3	3.1%	6	2.0%	4	2.5%	7
Utilities	4.3%	17	4.3%	5	5.0%	3		4	4.0%	5				
Transportation	5.0%	13		1		4		2		3		3		
Communications	3.7%	16	2.3%	5	4.0%	7		1	4.8%	3				1
Education	4.8%	21	5.3%	5	4.0%	4			3.0%	10	6.0%	2		
Government	3.2%	16	3.4%	5		1	4.3%	2		6	4.0%	2		
Associations /Non														
Profit	4.9%	49	5.1%	20	3.9%	3	5.1%	13	4.7%	6	5.0%	7		1
Other	4.4%	129	4.6%	32	3.9%	21	4.1%	29	4.8%	28	4.3%	19		4
TOTAL	4.6%	705	4.5%	205	4.3%	117	4.6%	149	4.7%	166	5.0%	68	2.9%	36
NUMBER OF EMPLOYEES														
1 - 50	4.8%	133	4.6%	41	4.4%	26	4.8%	21	4.9%	25	5.6%	20	2.4%	17
51 - 100	4.5%	90	4.9%	29	3.3%	18	5.0%	16	4.3%	18	4.9%	9	3.0%	5
101 - 250	4.5%	150	4.2%	46	4.4%	22	4.7%	33	4.8%	39	4.8%	10	5.0%	8
251 - 500	4.6%	118	5.0%	38	4.5%	20	4.3%	25	4.5%	22	5.1%	13	4.6%	3
501 - 1000	4.6%	86	4.8%	21	4.2%	17	5.1%	17	4.7%	24	4.5%	7	2.0%	2
More than 1000	4.3%	121	4.1%	29	4.5%	14	4.4%	34	4.5%	36	4.1%	8		1
TOTAL	4.6%	698	4.6%	204	4.3%	117	4.6%	146	4.7%	164	5.0%	67	2.9%	36

TABLE : A-6

ALL COMPANIES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	APPROVED 1992 SALARY BUDGET INCREASE FOR EXEMPT (SALARIED)													
	U.S. TOTAL		REGION											
	Mean	Count	Northeast		South		East North Central		West North Central		West		Canada	
			Mean	Count	Mean	Count	Mean	Count	Mean	Count	Mean	Count	Mean	Count
BUSINESS TYPE														
Manufacturing	4.3%	138	4.5%	50	3.7%	14	4.2%	41	4.5%	27	5.1%	6	2.6%	15
Construction	3.9%	11	5.3%	3	3.9%	5	4.7%	2		1				1
Banking	4.8%	30	4.1%	8	5.4%	7	5.2%	5	4.9%	9		1		
Finance	4.9%	25	5.1%	8		1	3.6%	3	5.1%	10	4.5%	3		
Insurance	4.9%	98	4.8%	27	4.8%	15	5.2%	23	4.9%	27	4.7%	6		1
Business Service	4.5%	65	4.4%	19	4.5%	19	5.1%	7	4.3%		4.5%	9	4.2%	4
Healthcare Service	4.9%	27	4.2%	7	5.4%	5	5.6%	6	5.0%	0	4.4%	3		
Retail	4.7%	25	5.0%	4	4.0%	2	3.8%	8	5.7%	8	4.5%	3	1.5%	2
Wholesale /														
Distribution	3.8%	25	4.9%	6	3.9%	6	4.0%	3	3.8%	6	2.0%	4	2.2%	7
Utilities	4.5%	17	4.5%	5	5.0%	3	4.6%	4	4.2%	5				
Transportation	4.0%	13		1	4.9%	4	4.0%	2	2.3%	3	5.0%	3		
Communications	3.7%	16	3.3%	5	3.9%	7		1	3.7%	3				1
Education	4.0%	21	3.8%	5	3.7%	4			3.7%	10	5.5%	2		
Government	2.6%	16	3.2%	5		1	4.2%	2	.8%	6	4.0%	2		
Associations /Non														
Profit	4.7%	49	4.5%	20	5.0%	3	5.1%	13	4.7%	6	4.7%	7		1
Other	4.6%	129	4.5%	32	5.0%	21	4.4%	29	4.7%	28	4.5%	19	3.8%	4
TOTAL	4.5%	705	4.5%	205	4.5%	117	4.6%	149	4.5%	166	4.5%	68	3.0%	36
NUMBER OF EMPLOYEES														
1 - 50	4.6%	133	4.4%	41	4.8%	26	4.5%	21	5.3%	25	3.7%	20	2.7%	17
51 - 100	4.7%	90	5.2%	29	4.3%	18	5.0%	16	4.4%	18	3.6%	9	3.4%	5
101 - 250	4.5%	150	4.2%	46	4.9%	22	4.5%	33	4.4%	39	5.4%	10	4.1%	8
251 - 500	4.4%	118	4.3%	38	4.4%	20	4.2%	25	4.4%	22	5.6%	13	3.3%	3
501 - 1000	4.5%	86	4.5%	21	4.0%	17	4.9%	17	4.5%	24	4.9%	7	2.0%	2
More than 1000	4.3%	121	4.2%	29	4.5%	14	4.7%	34	4.0%	36	4.6%	8		1
TOTAL	4.5%	698	4.4%	204	4.5%	117	4.6%	146	4.5%	164	4.5%	67	3.2%	36

TABLE : A-7

ALL COMPANIES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	PLANNED 1993 SALARY BUDGET INCREASE FOR EXEMPT (SALARIED)													
	U.S. TOTAL		REGION											
	Mean	Count	Northeast		South		East North Central		West North Central		West		Canada	
			Mean	Count	Mean	Count	Mean	Count	Mean	Count	Mean	Count	Mean	Count
BUSINESS TYPE														
Manufacturing	4.5%	138	4.3%	50	4.2%	14	4.7%	41	4.6%	27	4.5%	6	3.4%	15
Construction	4.6%	11		3	4.3%	5	5.0%	2		1				1
Banking	4.8%	30	4.5%	8	5.1%	7	5.0%	5	4.9%	9		1		
Finance	6.5%	25	5.0%	8		1	3.5%	3	5.3%	10	14.5%	3		
Insurance	5.0%	98	5.0%	27	5.2%	15	5.1%	23	5.1%	27	4.6%	6		1
Business Service	4.9%	65	4.6%	19	4.8%	19	5.4%	7	5.1%	11	4.5%	9	2.5%	4
Healthcare Service	5.2%	27	5.3%	7	5.3%	5	5.0%	6	5.0%	6	5.0%	3		
Retail	4.2%	25	5.0%	4	3.0%	2	4.1%	8	4.5%	8	4.0%	3	5.0%	2
Wholesale / Distribution	3.6%	25	4.8%	6	3.4%	6	5.0%	3	3.8%	6	2.0%	4	1.9%	7
Utilities	4.4%	17	4.8%	5	5.0%	3		4	4.0%	5				
Transportation	5.0%	13	5.0%	1		4		2		3		3		
Communications	3.9%	16	3.2%	5	4.0%	7		1	5.0%	3				1
Education	4.4%	21	5.3%	5	4.0%	4			3.0%	10	6.0%	2		
Government	3.3%	16	3.7%	5		1	5.0%	2		6	4.0%	2		
Associations /Non Profit	4.9%	49	5.0%	20	4.0%	3	5.2%	13	4.7%	6	5.0%	7		1
Other	4.6%	129	4.7%	32	5.0%	21	3.8%	29	5.0%	28	4.1%	19	4.0%	4
TOTAL	4.7%	705	4.6%	205	4.6%	117	4.7%	149	4.7%	166	5.0%	68	3.0%	36
NUMBER OF EMPLOYEES														
1 - 50	4.9%	133	4.6%	41	5.1%	26	4.9%	21	4.8%	25	5.5%	20	2.7%	17
51 - 100	4.8%	70	5.0%	29	4.6%	18	5.0%	16	4.7%	18	4.9%	9	3.3%	5
101 - 250	4.7%	150	4.3%	46	4.7%	22	4.9%	33	4.9%	39	4.8%	10		8
251 - 500	4.6%	118	5.0%	38	4.6%	20	4.2%	25	4.5%	22	5.3%	13	3.0%	3
501 - 1000	4.7%	86	4.8%	21	4.3%	17	5.0%	17	4.7%	24	4.5%	7	5.0%	2
More than 1000	4.4%	121	4.4%	29	4.3%	14	4.2%	34	4.5%	36	4.3%	8		1
TOTAL	4.7%	698	4.6%	204	4.6%	117	4.7%	146	4.7%	164	5.0%	67	3.1%	36

TABLE : A-8

ALL COMPANIES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	AVERAGE WORKWEEK													
	U.S. TOTAL		REGION											
	Mean	Count	Northeast		South		East North Central		West North Central		West		Canada	
			Mean	Count	Mean	Count	Mean	Count	Mean	Count	Mean	Count	Mean	Count
BUSINESS TYPE														
Manufacturing	39.9	138	39.7	50	39.8	14	39.8	41	40.6	27	39.6	6	39.0	15
Construction	39.9	11	39.6	3	40.0	5	40.0	2	40.0	1			35.0	1
Banking	39.5	30	38.9	8	39.8	7	39.2	5	39.9	9	38.7	1		
Finance	39.3	25	38.1	8	45.0	1	39.6	3	39.6	10	39.6	3		
Insurance	38.2	98	37.3	27	38.5	15	38.1	23	38.7	27	38.8	6	35.0	1
Business Service	40.0	65	39.8	19	40.4	19	39.6	7	39.9	11	40.0	9	38.1	4
Healthcare Service	39.4	27	38.9	7	39.5	5	40.0	6	39.3	6	39.2	3		
Retail	40.2	25	40.0	4	40.0	2	39.4	8	41.2	8	40.0	3	37.5	2
Wholesale / Distribution	39.7	25	37.9	6	40.0	6	40.0	3	40.8	6	40.2	4	37.9	7
Utilities	40.0	17	40.0	5	40.0	3	40.0	4	40.0	5				
Transportation	39.8	13	40.0	1	40.0	4	40.0	2	40.0	3	39.2	3		
Communications	39.6	16	39.1	5	40.0	7	38.7	1	40.0	3			38.6	1
Education	38.8	21	36.7	5	39.2	4			39.5	10	40.0	2		
Government	39.0	16	37.4	5	40.0	1	40.0	2	40.0	6	38.7	2		
Associations /Non Profit	37.8	49	36.5	20	40.0	3	38.2	13	38.7	6	38.6	7	35.0	1
Other	39.3	129	38.6	32	40.1	21	38.5	29	39.6	28	40.6	19	36.9	4
TOTAL	39.3	705	38.6	205	39.9	117	39.1	149	39.8	166	39.7	68	38.0	36
NUMBER OF EMPLOYEES														
1 - 50	39.5	133	38.3	41	41.1	26	38.6	21	40.0	25	40.4	20	37.8	17
51 - 100	39.2	90	38.7	29	39.1	18	38.8	16	40.6	18	38.9	9	39.5	5
101 - 250	39.3	150	38.6	46	39.7	22	39.6	33	39.7	39	39.4	10	37.8	8
251 - 500	39.1	118	38.5	38	39.5	20	39.0	25	39.7	22	39.7	13	37.5	3
501 - 1000	39.3	86	39.4	21	39.7	17	38.7	17	39.5	24	39.3	7	38.1	2
More than 1000	39.4	121	38.7	29	39.8	14	39.5	34	39.7	36	39.7	8	40.0	1
TOTAL	39.3	698	38.6	204	39.9	117	39.1	146	39.8	164	39.7	67	38.1	36

TABLE : A-9

TOTAL UNITED STATES

ALL COMPANIES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	40,000	46,621	46,500	53,112	537	45,949	376
42 Auditing Manager	47,000	51,437	51,600	55,800	229	51,396	134
43 Branch Manager	27,685	39,004	34,950	43,250	658	45,035	88
44 Building Services/Facilities Manager	36,130	45,165	44,782	52,610	263	45,010	231
45 Compensation and Benefits Manager	40,500	50,863	51,000	59,000	105	51,280	96
46 Computer Operations Manager	42,700	50,738	49,846	58,257	290	50,735	243
47 Controller	51,024	63,939	60,000	73,000	356	64,000	331
48 Credit & Collection Manager	32,475	40,389	40,000	46,920	187	40,502	167
49 Customer Service Manager	34,700	41,840	40,299	50,784	287	41,117	203
50 Data Processing Manager	44,699	52,027	48,027	58,000	374	56,264	205
51 Employment Manager	37,440	44,591	42,897	50,107	152	44,530	138
52 Human Resources (Personnel) Manager	40,848	52,539	50,080	60,000	382	52,787	338
53 Marketing Manager	43,301	56,030	54,145	65,475	399	56,234	225
54 Office/Administrative Services Manager	26,112	34,348	34,060	38,509	535	39,857	242
55 Payroll Manager	28,000	38,073	37,425	45,502	283	38,748	203
56 Purchasing Manager	37,000	47,034	47,450	55,988	249	46,421	217
57 Records Manager	32,065	37,188	39,380	39,380	81	36,128	54
58 Sales Manager	42,093	51,045	51,240	54,500	625	57,072	160
59 Accounts Payable Manager	22,128	30,902	28,150	35,900	216	34,352	134
60 Computer Operations Supervisor	31,700	36,923	34,858	41,484	355	37,272	173
61 Data Entry Supervisor	23,379	27,518	26,808	31,416	201	28,662	117
62 Mailroom Supervisor	23,117	26,307	24,489	28,695	313	27,842	189

TABLE : A-10

CANADA

(Canadian Dollars)

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	40,040	42,920	40,300	46,272	19	43,149	17
42 Auditing Manager	57,200	55,701	57,200	57,200	6	54,203	3
43 Branch Manager	30,000	39,265	35,000	52,728	33	38,146	5
44 Building Services/Facilities Manager	38,242	48,063	48,500	58,708	8	48,063	8
45 Compensation and Benefits Manager		53,014	53,014		2	53,014	2
46 Computer Operations Manager	40,476	50,902	49,218	62,500	6	50,902	6
47 Controller	50,605	58,538	60,000	66,000	22	57,350	23
48 Credit & Collection Manager	33,750	42,495	45,575	49,242	8	41,538	7
49 Customer Service Manager	42,000	52,152	51,390	62,468	9	48,722	11
50 Data Processing Manager		53,250	53,250		2	53,250	2
51 Employment Manager		41,600	41,600		2	41,600	2
52 Human Resources (Personnel) Manager	43,940	52,150	52,000	55,016	10	52,150	11
53 Marketing Manager	49,894	51,361	52,500	55,744	17	48,322	9
54 Office/Administrative Services Manager	39,700	43,269	40,911	44,200	9	43,269	9
55 Payroll Manager	30,000	36,477	35,000	40,196	5	36,477	5
56 Purchasing Manager	40,820	48,760	51,000	54,132	9	48,760	9
58 Sales Manager	47,148	71,039	61,000	81,500	20	64,166	12
59 Accounts Payable Manager	24,804	34,196	34,485	43,300	3	34,196	3
60 Computer Operations Supervisor	35,000	39,213	37,030	46,358	6	39,213	6
61 Data Entry Supervisor	33,998	34,497	34,996	34,996	6	33,998	4
62 Mailroom Supervisor	27,075	29,974	28,000	34,848	3	29,974	3

TABLE : A-11

REGION **Northeast**

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	41,110	47,327	49,650	53,850	142	45,689	103
42 Auditing Manager	40,535	47,773	46,900	51,779	56	49,133	39
43 Branch Manager	25,300	36,165	30,506	41,150	289	42,443	27
44 Building Services/Facilities Manager	40,000	46,991	45,602	53,200	68	46,696	66
45 Compensation and Benefits Manager	36,900	49,176	46,113	57,720	31	49,183	27
46 Computer Operations Manager	44,781	52,803	49,821	59,502	92	53,110	75
47 Controller	54,240	65,926	61,139	75,453	128	65,957	114
48 Credit & Collection Manager	30,900	39,847	39,910	45,123	61	40,613	54
49 Customer Service Manager	33,700	40,939	41,702	50,825	108	41,479	70
50 Data Processing Manager	44,699	48,548	44,699	48,000	182	56,480	64
51 Employment Manager	38,200	43,491	42,897	46,600	44	42,560	36
52 Human Resources (Personnel) Manager	42,322	53,157	52,199	62,700	107	52,484	94
53 Marketing Manager	50,000	62,277	62,316	66,200	125	59,392	66
54 Office/Administrative Services Manager	34,060	36,861	34,060	36,663	223	41,157	69
55 Payroll Manager	36,189	42,110	45,502	45,502	96	39,915	58
56 Purchasing Manager	41,048	49,874	51,454	55,988	81	48,836	70
57 Records Manager	36,600	38,425	39,380	39,380	42	36,905	15
58 Sales Manager	52,311	56,523	52,311	62,170	190	62,130	52
59 Accounts Payable Manager	28,600	33,151	32,100	36,000	47	33,776	45
60 Computer Operations Supervisor	33,294	36,118	33,294	38,210	109	38,450	47
61 Data Entry Supervisor	24,948	28,029	25,958	33,110	66	29,116	38
62 Mailroom Supervisor	24,489	25,725	24,489	24,489	148	27,891	51

TABLE : A-12

REGION
South

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	36,600	44,648	43,053	51,091	68	45,339	61
42 Auditing Manager	52,350	53,473	52,400	55,900	69	51,373	24
43 Branch Manager	30,200	48,206	37,436	77,738	76	49,433	18
44 Building Services/Facilities Manager	36,379	44,302	41,496	48,510	28	44,859	28
45 Compensation and Benefits Manager	35,121	46,919	45,573	59,000	11	47,953	11
46 Computer Operations Manager	40,830	47,540	48,000	53,664	33	47,817	34
47 Controller	48,600	66,189	60,639	80,000	44	65,872	45
48 Credit & Collection Manager	28,128	38,509	40,000	46,000	23	37,730	22
49 Customer Service Manager	33,600	41,033	42,400	46,665	37	38,760	28
50 Data Processing Manager	46,490	55,355	50,193	56,390	24	54,255	21
51 Employment Manager	42,646	54,402	51,012	61,950	16	54,293	15
52 Human Resources (Personnel) Manager	38,160	56,736	49,109	57,004	59	56,495	56
53 Marketing Manager	44,500	57,547	52,600	65,110	56	58,679	35
54 Office/Administrative Services Manager	30,000	38,468	37,700	44,584	37	37,546	36
55 Payroll Manager	30,165	35,371	34,300	39,774	24	35,239	24
56 Purchasing Manager	35,031	44,485	44,135	55,704	31	44,106	29
57 Records Manager	29,365	33,332	31,594	42,016	5	33,332	5
58 Sales Manager	44,303	52,552	51,450	52,312	32	54,621	21
59 Accounts Payable Manager	27,910	30,437	27,910	33,874	24	32,281	14
60 Computer Operations Supervisor	30,057	35,449	34,482	39,021	42	35,186	23
61 Data Entry Supervisor	25,843	27,884	27,683	31,028	27	27,460	15
62 Mailroom Supervisor	18,750	25,120	20,608	28,654	28	26,148	25

TABLE : A-13

REGION
East North Central

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	40,313	47,005	46,500	49,000	136	46,103	78
42 Auditing Manager	51,000	54,494	54,950	56,700	39	53,783	27
43 Branch Manager	34,750	37,694	34,950	37,307	82	46,653	16
44 Building Services/Facilities Manager	38,873	47,225	48,890	56,710	61	46,061	55
45 Compensation and Benefits Manager	50,900	55,968	54,000	65,200	28	56,601	25
46 Computer Operations Manager	47,000	53,873	53,208	62,234	52	53,728	48
47 Controller	49,900	63,317	59,000	72,212	67	63,284	66
48 Credit & Collection Manager	31,680	41,634	40,100	51,863	45	41,225	42
49 Customer Service Manager	35,500	43,281	43,100	52,000	58	42,639	46
50 Data Processing Manager	44,369	54,247	53,161	66,000	51	53,904	46
51 Employment Manager	37,905	44,429	42,349	48,892	44	44,843	42
52 Human Resources (Personnel) Manager	40,008	50,213	47,300	60,401	77	50,064	70
53 Marketing Manager	42,500	52,149	43,301	65,300	89	55,308	49
54 Office/Administrative Services Manager	31,000	39,255	39,700	45,168	53	39,344	49
55 Payroll Manager	32,916	39,551	37,500	46,925	52	39,406	50
56 Purchasing Manager	37,882	48,501	50,752	56,354	54	47,356	49
57 Records Manager	36,696	42,512	39,198	52,500	13	42,512	13
58 Sales Manager	39,513	51,450	47,658	54,500	113	61,386	37
59 Accounts Payable Manager	28,150	35,773	35,475	43,000	30	35,773	30
60 Computer Operations Supervisor	30,203	37,602	37,293	45,454	76	37,927	45
61 Data Entry Supervisor	19,688	26,287	24,065	31,284	52	31,202	23
62 Mailroom Supervisor	24,125	29,318	28,975	33,500	51	29,992	44

TABLE : A-14

REGION
West North Central

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	38,500	45,742	46,238	51,120	150	45,809	100
42 Auditing Manager	46,930	50,570	50,600	53,350	61	52,027	39
43 Branch Manager	27,685	41,944	30,714	66,144	155	44,347	19
44 Building Services/Facilities Manager	31,500	40,747	40,020	48,800	73	41,647	63
45 Compensation and Benefits Manager	39,109	47,877	51,600	55,519	30	48,310	28
46 Computer Operations Manager	39,744	47,214	48,555	53,369	92	46,016	65
47 Controller	48,018	40,803	59,138	70,870	92	60,773	82
48 Credit & Collection Manager	33,950	39,790	39,000	43,392	48	39,885	39
49 Customer Service Manager	32,044	41,560	37,939	55,401	76	39,186	51
50 Data Processing Manager	48,027	55,842	49,973	61,500	105	59,202	63
51 Employment Manager	32,794	40,694	39,525	47,880	39	40,641	36
52 Human Resources (Personnel) Manager	40,848	50,022	48,900	59,280	111	51,309	90
53 Marketing Manager	40,477	51,570	54,145	58,000	114	52,853	61
54 Office/Administrative Services Manager	22,391	28,079	22,391	27,976	184	39,507	56
55 Payroll Manager	26,712	33,285	27,168	37,730	93	37,790	53
56 Purchasing Manager	35,000	44,042	43,493	50,500	71	43,364	60
57 Records Manager	27,650	32,824	32,263	38,433	16	32,824	16
58 Sales Manager	45,921	47,221	51,240	51,240	263	49,780	39
59 Accounts Payable Manager	21,372	27,817	22,620	30,600	106	33,450	37
60 Computer Operations Supervisor	30,475	37,422	41,484	41,484	106	35,038	43
61 Data Entry Supervisor	22,095	27,417	27,400	30,492	43	26,954	34
62 Mailroom Supervisor	21,299	25,158	23,140	28,842	70	26,270	54

TABLE : A-15

REGION

West

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	42,920	49,478	48,991	58,390	41	47,924	34
42 Auditing Manager	44,117	52,059	47,877	52,025	4	52,217	5
43 Branch Manager	35,000	34,755	35,000	36,769	56	41,233	8
44 Building Services/Facilities Manager	34,212	47,982	43,300	67,794	33	47,524	19
45 Compensation and Benefits Manager	50,289	59,752	52,200	61,990	5	59,752	5
46 Computer Operations Manager	47,250	54,972	50,460	65,000	21	54,972	21
47 Controller	48,750	62,951	56,732	66,320	25	63,846	24
48 Credit & Collection Manager	40,000	45,479	44,500	49,000	10	45,479	10
49 Customer Service Manager	39,177	49,446	43,608	60,358	8	49,446	8
50 Data Processing Manager	42,500	55,229	59,360	69,605	12	52,788	11
51 Employment Manager	39,600	49,628	46,200	52,200	9	49,628	9
52 Human Resources (Personnel) Manager	50,335	57,788	55,000	60,497	28	57,788	28
53 Marketing Manager	48,490	55,235	57,600	61,256	15	53,628	14
54 Office/Administrative Services Manager	37,337	40,833	38,621	44,760	38	41,397	32
55 Payroll Manager	35,000	40,699	40,682	48,769	18	40,699	18
56 Purchasing Manager	31,678	45,170	44,861	54,600	12	49,667	9
57 Records Manager	28,438	31,848	30,004	30,800	5	31,848	5
58 Sales Manager	35,000	45,845	40,000	58,533	27	45,634	11
59 Accounts Payable Manager	36,600	40,685	39,149	45,760	9	40,051	8
60 Computer Operations Supervisor	32,900	39,070	35,360	37,200	22	41,425	15
61 Data Entry Supervisor	30,114	29,422	30,662	30,662	13	28,359	7
62 Mailroom Supervisor	23,461	29,168	28,672	31,550	16	29,723	15

TABLE : A-16

COMPANY SIZE (USA)
1 - 50 EMPLOYEES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	30,000	38,116	33,138	44,900	38	36,441	37
42 Auditing Manager	55,000	49,889	55,000	55,000	10	39,667	4
43 Branch Manager	25,630	33,328	30,200	32,600	55	43,192	22
44 Building Services/Facilities Manager	23,400	30,931	30,300	37,400	9	30,931	9
45 Compensation and Benefits Manager	21,257	30,686	30,800	40,000	3	30,686	3
46 Computer Operations Manager	23,800	37,876	40,658	47,800	12	37,876	12
47 Controller	39,000	45,564	44,200	53,000	31	45,564	31
48 Credit & Collection Manager	21,400	31,404	26,000	32,520	6	31,404	6
49 Customer Service Manager	36,000	35,765	37,584	38,500	20	34,873	14
50 Data Processing Manager	25,400	37,817	37,700	43,332	13	38,910	12
51 Employment Manager		26,510	26,510		2	26,510	2
52 Human Resources (Personnel) Manager	36,000	42,261	42,483	49,250	17	41,304	18
53 Marketing Manager	28,250	45,236	43,050	55,000	25	45,248	21
54 Office/Administrative Services Manager	26,000	33,742	31,200	39,700	53	35,112	50
55 Payroll Manager	19,550	23,465	21,030	27,380	4	23,465	4
56 Purchasing Manager	38,100	52,100	53,800	66,100	4	42,075	4
57 Records Manager					1		1
58 Sales Manager	25,309	38,226	32,500	50,000	35	43,496	22
60 Computer Operations Supervisor	20,977	35,531	29,643	46,500	7	37,035	7
61 Data Entry Supervisor	15,525	19,786	19,072	24,048	4	19,786	4
62 Mailroom Supervisor	19,500	21,583	22,250	23,000	3	21,583	3

TABLE : A-17

COMPANY SIZE (USA)
51 - 100 EMPLOYEES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	33,400	40,939	41,886	44,000	39	41,077	39
42 Auditing Manager	45,500	49,425	52,400	52,400	21	46,507	11
43 Branch Manager	27,400	41,784	34,750	36,769	60	46,424	10
44 Building Services/Facilities Manager	39,671	51,743	49,631	67,794	18	43,717	12
45 Compensation and Benefits Manager	36,575	38,913	36,738	41,250	4	39,692	3
46 Computer Operations Manager	34,000	42,762	42,000	52,032	18	43,409	19
47 Controller	43,321	56,178	52,000	61,570	41	55,878	41
48 Credit & Collection Manager	28,505	34,885	33,715	42,000	12	33,663	14
49 Customer Service Manager	31,096	36,552	37,211	40,200	29	35,581	22
50 Data Processing Manager	42,328	49,929	45,968	56,520	21	48,932	22
51 Employment Manager	30,426	41,453	34,586	46,050	8	42,842	7
52 Human Resources (Personnel) Manager	31,645	42,944	42,220	51,700	37	42,553	38
53 Marketing Manager	38,291	47,994	49,020	60,500	30	48,316	29
54 Office/Administrative Services Manager	32,440	38,168	38,621	41,982	44	37,754	37
55 Payroll Manager	27,480	30,326	30,000	33,000	7	30,326	7
56 Purchasing Manager	31,678	40,212	36,812	51,454	18	42,284	14
57 Records Manager	20,006	23,001	23,000	25,995	5	23,001	5
58 Sales Manager	40,000	50,470	46,750	58,533	33	53,433	21
59 Accounts Payable Manager	18,200	25,877	25,500	32,863	6	25,877	6
60 Computer Operations Supervisor	31,000	34,964	32,800	42,750	5	36,024	7
61 Data Entry Supervisor	23,379	27,882	27,951	29,120	6	27,882	6
62 Mailroom Supervisor	23,128	24,900	25,003	27,500	10	25,022	11

TABLE : A-18

COMPANY SIZE (USA)
101 - 250 EMPLOYEES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	35,448	44,140	42,833	51,120	86	43,482	73
42 Auditing Manager	52,350	52,842	52,350	60,000	48	48,364	14
43 Branch Manager	26,872	39,788	35,962	46,600	53	50,464	18
44 Building Services/Facilities Manager	32,742	41,033	39,300	44,782	39	40,825	38
45 Compensation and Benefits Manager	34,257	49,886	50,537	58,100	8	49,886	8
46 Computer Operations Manager	36,540	50,537	46,670	57,900	46	51,977	43
47 Controller	53,000	61,866	60,034	72,000	83	61,710	80
48 Credit & Collection Manager	31,680	39,643	39,520	47,508	30	39,322	32
49 Customer Service Manager	25,000	34,633	32,000	40,513	58	36,627	45
50 Data Processing Manager	42,000	52,935	52,328	63,800	48	52,625	48
51 Employment Manager	32,281	41,212	38,720	48,540	11	41,212	11
52 Human Resources (Personnel) Manager	37,750	48,293	46,284	56,000	91	48,302	91
53 Marketing Manager	40,000	59,372	57,750	69,225	63	56,788	50
54 Office/Administrative Services Manager	30,080	38,475	35,700	47,000	55	40,026	49
55 Payroll Manager	27,732	34,338	33,600	41,800	20	33,554	19
56 Purchasing Manager	34,360	41,745	39,324	47,500	40	41,726	41
57 Records Manager	32,065	34,367	34,413	36,670	4	34,367	4
58 Sales Manager	52,234	60,088	59,897	65,000	75	61,726	37
59 Accounts Payable Manager	27,850	30,552	29,270	32,850	16	30,549	15
60 Computer Operations Supervisor	31,200	37,573	37,200	42,000	29	37,435	27
61 Data Entry Supervisor	22,260	25,552	26,083	27,400	21	25,117	18
62 Mailroom Supervisor	21,805	26,577	25,790	30,665	33	26,000	31

TABLE : A-19

COMPANY SIZE (USA)
251 - 500 EMPLOYEES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	40,313	46,909	48,700	52,100	103	46,554	72
42 Auditing Manager	48,050	50,645	50,600	50,600	32	51,612	16
43 Branch Manager	24,817	33,408	28,276	37,703	125	38,338	15
44 Building Services/Facilities Manager	36,400	44,173	43,503	52,566	46	44,036	45
45 Compensation and Benefits Manager	38,875	50,178	44,610	60,350	16	48,871	15
46 Computer Operations Manager	43,267	51,218	49,880	57,800	50	51,218	51
47 Controller	48,650	63,750	60,000	72,750	60	63,521	61
48 Credit & Collection Manager	28,482	38,731	37,500	45,100	41	39,613	38
49 Customer Service Manager	33,029	42,639	43,100	45,600	42	42,421	39
50 Data Processing Manager	46,000	54,417	50,193	61,500	49	55,250	44
51 Employment Manager	33,300	45,526	40,400	52,200	22	46,039	20
52 Human Resources (Personnel) Manager	42,000	57,106	50,800	61,110	79	57,235	78
53 Marketing Manager	48,490	60,819	59,103	65,502	50	62,756	39
54 Office/Administrative Services Manager	31,675	39,342	37,700	43,581	48	40,410	40
55 Payroll Manager	29,640	36,387	33,300	43,020	31	36,188	33
56 Purchasing Manager	36,000	46,293	44,064	55,120	35	46,761	34
57 Records Manager	30,004	35,507	36,375	38,188	10	35,410	9
58 Sales Manager	46,202	57,097	51,450	71,500	62	58,022	30
59 Accounts Payable Manager	27,500	35,672	32,482	39,988	22	35,653	23
60 Computer Operations Supervisor	29,524	35,804	32,496	42,240	41	35,668	32
61 Data Entry Supervisor	21,985	29,493	33,110	33,110	31	29,069	19
62 Mailroom Supervisor	22,000	27,444	24,605	31,200	39	27,940	39

TABLE : A-20

COMPANY SIZE (USA)
501 - 1,000 EMPLOYEES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	40,284	48,445	46,238	53,430	81	50,150	61
42 Auditing Manager	46,318	49,855	47,384	55,719	37	50,818	32
43 Branch Manager	27,685	42,467	37,307	49,972	166	45,738	11
44 Building Services/Facilities Manager	38,875	47,657	46,700	56,720	50	47,450	50
45 Compensation and Benefits Manager	41,000	50,718	52,424	60,500	19	51,730	19
46 Computer Operations Manager	46,200	53,827	52,710	62,530	43	53,827	43
47 Controller	59,810	70,878	70,990	82,000	49	70,868	45
48 Credit & Collection Manager	32,634	39,191	39,600	43,500	39	39,552	31
49 Customer Service Manager	35,438	41,283	40,477	46,183	36	41,381	27
50 Data Processing Manager	48,027	56,449	50,900	64,500	54	60,529	33
51 Employment Manager	35,256	43,318	42,464	48,892	30	43,971	29
52 Human Resources (Personnel) Manager	42,890	54,367	53,050	60,071	52	54,833	45
53 Marketing Manager	40,477	56,869	57,482	66,200	71	59,455	35
54 Office/Administrative Services Manager	27,976	40,084	42,917	47,950	29	44,042	19
55 Payroll Manager	31,200	39,681	39,267	47,183	49	39,375	48
56 Purchasing Manager	37,929	44,664	43,493	50,688	44	44,664	44
57 Records Manager	34,892	40,975	39,048	52,500	11	40,975	11
58 Sales Manager	27,600	44,641	38,873	62,170	60	56,811	17
59 Accounts Payable Manager	27,360	35,245	35,900	44,460	22	34,806	22
60 Computer Operations Supervisor	33,000	36,753	36,300	38,940	57	37,516	37
61 Data Entry Supervisor	23,604	29,339	30,662	32,500	46	30,735	23
62 Mailroom Supervisor	23,881	28,601	28,600	32,627	40	28,939	37

TABLE : A-21

COMPANY SIZE (USA)
MORE THAN 1,000 EMPLOYEES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	45,268	49,732	49,425	53,600	181	50,562	86
42 Auditing Manager	45,133	52,292	51,000	56,800	80	54,165	56
43 Branch Manager	30,506	40,847	30,506	66,144	163	46,182	9
44 Building Services/Facilities Manager	34,450	45,292	45,703	52,080	97	47,024	73
45 Compensation and Benefits Manager	44,500	53,779	54,240	59,664	50	54,884	43
46 Computer Operations Manager	45,273	52,105	53,241	57,130	114	52,082	68
47 Controller	56,000	71,701	61,992	83,729	86	75,501	67
48 Credit & Collection Manager	36,244	45,035	44,511	51,863	51	46,358	39
49 Customer Service Manager	39,077	48,438	50,865	57,220	94	47,227	49
50 Data Processing Manager	44,699	50,905	44,699	49,973	185	67,145	42
51 Employment Manager	39,780	46,362	43,780	51,900	74	45,753	65
52 Human Resources (Personnel) Manager	43,873	56,102	53,933	63,045	97	60,833	59
53 Marketing Manager	44,500	56,022	54,145	65,475	153	57,578	46
54 Office/Administrative Services Manager	22,391	31,802	34,060	34,060	302	42,913	42
55 Payroll Manager	26,964	39,195	39,225	45,502	165	42,332	85
56 Purchasing Manager	44,824	51,135	54,042	56,346	103	50,660	75
57 Records Manager	38,100	38,079	39,380	39,380	47	36,469	21
58 Sales Manager	45,921	50,054	51,240	52,311	352	60,009	29
59 Accounts Payable Manager	21,372	29,607	27,910	34,067	148	35,061	65
60 Computer Operations Supervisor	33,294	37,110	34,356	41,484	214	37,841	61
61 Data Entry Supervisor	23,700	26,557	25,355	28,390	91	29,489	45
62 Mailroom Supervisor	24,489	25,513	24,489	24,489	183	28,464	63

TABLE : A-22

TYPE OF BUSINESS (USA)
MANUFACTURING / CONSTRUCTION

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	41,110	47,038	46,500	53,112	141	45,586	83
42 Auditing Manager	51,975	59,613	55,000	61,662	13	59,739	12
43 Branch Manager	42,000	59,862	63,250	77,738	34	57,613	7
44 Building Services/Facilities Manager	43,690	51,808	51,265	57,618	59	49,581	48
45 Compensation and Benefits Manager	37,500	55,833	59,664	69,775	19	55,059	19
46 Computer Operations Manager	44,983	50,924	50,256	59,502	56	49,809	44
47 Controller	53,000	64,337	60,639	75,689	98	64,095	91
48 Credit & Collection Manager	33,000	41,924	42,800	51,000	66	42,160	63
49 Customer Service Manager	32,200	42,948	44,814	50,392	69	42,900	63
50 Data Processing Manager	48,876	55,367	55,120	63,800	56	55,567	58
51 Employment Manager	40,007	49,218	48,000	57,010	28	48,307	23
52 Human Resources (Personnel) Manager	38,364	49,735	51,794	61,235	108	48,943	95
53 Marketing Manager	55,918	62,994	64,917	66,200	126	61,655	49
54 Office/Administrative Services Manager	34,032	39,437	38,621	44,300	36	39,779	28
55 Payroll Manager	30,450	38,996	37,200	43,020	57	38,906	55
56 Purchasing Manager	43,160	51,414	52,000	55,988	102	50,881	84
57 Records Manager	29,000	32,323	29,868	38,100	3	32,323	3
58 Sales Manager	52,311	61,362	57,276	65,000	175	67,374	58
59 Accounts Payable Manager	28,600	34,523	33,664	42,350	41	34,824	41
60 Computer Operations Supervisor	31,700	37,663	39,500	42,540	40	37,646	34
61 Data Entry Supervisor	28,945	31,890	33,514	35,500	16	31,457	15
62 Mailroom Supervisor	22,180	26,048	25,080	30,700	21	26,048	21

TABLE : A-23

TYPE OF BUSINESS (USA)
BANKING / FINANCE

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	41,475	45,912	46,238	52,000	47	45,151	34
42 Auditing Manager	41,070	49,283	49,500	55,800	46	49,258	29
43 Branch Manager	26,872	30,064	28,276	33,450	278	35,546	19
44 Building Services/Facilities Manager	35,735	42,414	41,178	49,000	24	40,739	22
45 Compensation and Benefits Manager	50,900	52,723	51,300	55,000	12	53,406	9
46 Computer Operations Manager	36,312	44,520	46,428	49,989	25	44,414	23
47 Controller	59,824	72,215	65,650	85,779	29	71,209	27
48 Credit & Collection Manager	28,482	37,580	35,090	43,031	23	37,550	18
49 Customer Service Manager	32,400	41,421	38,149	45,000	30	40,601	22
50 Data Processing Manager	50,193	62,611	58,184	72,500	30	66,823	20
51 Employment Manager	39,120	42,258	42,734	43,100	26	42,564	20
52 Human Resources (Personnel) Manager	39,125	52,516	45,095	65,000	26	53,512	27
53 Marketing Manager	42,926	51,370	47,530	59,455	37	53,042	27
54 Office/Administrative Services Manager	26,328	38,255	33,868	48,070	21	43,367	15
55 Payroll Manager	30,000	35,835	35,215	38,761	21	35,835	21
56 Purchasing Manager	32,198	35,967	35,118	42,180	15	35,967	16
57 Records Manager	27,300	35,244	32,300	45,000	7	35,244	7
58 Sales Manager	32,500	41,534	47,250	51,000	16	38,727	6
59 Accounts Payable Manager	25,000	30,405	31,413	34,296	12	30,405	12
60 Computer Operations Supervisor	30,300	36,022	34,858	37,950	27	34,849	14
61 Data Entry Supervisor	21,923	27,530	25,765	33,700	19	26,916	10
62 Mailroom Supervisor	21,710	27,245	27,440	31,800	32	28,015	25

TABLE : A-24

TYPE OF BUSINESS (USA)
INSURANCE

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	42,138	49,984	49,325	57,212	69	49,220	50
42 Auditing Manager	47,012	51,754	49,090	52,200	36	53,022	28
43 Branch Manager	35,912	51,176	55,250	72,846	33	56,242	10
44 Building Services/Facilities Manager	36,000	42,930	43,300	47,000	35	42,930	35
45 Compensation and Benefits Manager	41,000	51,745	54,200	60,500	16	51,745	16
46 Computer Operations Manager	42,510	55,418	53,664	62,585	42	55,175	40
47 Controller	54,190	71,772	67,500	85,800	31	71,772	31
48 Credit & Collection Manager	38,061	44,831	42,870	45,900	9	44,831	10
49 Customer Service Manager	38,960	46,924	48,870	50,865	58	46,677	25
50 Data Processing Manager	49,872	61,423	58,656	75,000	28	62,481	24
51 Employment Manager	37,905	43,458	41,257	50,340	23	43,236	24
52 Human Resources (Personnel) Manager	41,179	54,844	53,017	64,897	43	55,241	41
53 Marketing Manager	55,000	70,283	62,296	70,200	44	72,223	28
54 Office/Administrative Services Manager	32,480	42,282	40,800	51,000	48	42,180	49
55 Payroll Manager	32,500	38,227	35,500	46,878	27	38,227	27
56 Purchasing Manager	36,480	41,781	41,274	48,210	21	41,781	21
57 Records Manager	33,243	39,096	37,683	47,984	16	39,277	15
58 Sales Manager	51,862	58,382	59,250	59,897	61	63,435	21
59 Accounts Payable Manager	28,150	35,697	33,722	38,500	18	35,068	17
60 Computer Operations Supervisor	30,325	37,622	37,200	42,240	53	38,246	29
61 Data Entry Supervisor	19,688	25,821	27,531	30,662	63	28,398	26
62 Mailroom Supervisor	22,620	28,643	28,580	32,627	46	29,650	38

TABLE : A-25

TYPE OF BUSINESS (USA)
BUSINESS / HEALTHCARE SERVICE

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	36,400	42,329	42,000	49,101	39	42,801	33
42 Auditing Manager	52,350	54,751	52,350	60,000	46	55,919	10
43 Branch Manager	30,200	38,775	35,000	49,972	118	36,760	14
44 Building Services/Facilities Manager	30,060	44,598	48,776	52,048	18	44,137	14
45 Compensation and Benefits Manager	36,000	48,400	42,661	50,565	13	49,330	11
46 Computer Operations Manager	45,000	50,238	48,149	55,494	21	50,486	21
47 Controller	43,643	59,685	56,502	74,762	32	58,732	32
48 Credit & Collection Manager	28,128	41,626	41,321	51,635	17	40,750	16
49 Customer Service Manager	30,500	34,851	37,085	38,500	18	34,572	16
50 Data Processing Manager	40,000	52,167	50,773	65,352	21	50,142	19
51 Employment Manager	31,732	43,383	42,349	50,024	17	44,111	16
52 Human Resources (Personnel) Manager	39,000	44,105	43,538	51,300	37	44,174	33
53 Marketing Manager	38,146	46,433	41,700	55,300	36	46,083	33
54 Office/Administrative Services Manager	25,000	37,424	34,650	47,000	35	38,810	34
55 Payroll Manager	31,013	37,605	37,730	46,600	14	37,584	12
56 Purchasing Manager	35,031	45,992	47,258	56,354	15	44,387	13
57 Records Manager	25,000	34,687	36,712	38,188	6	34,687	6
58 Sales Manager	35,000	42,396	44,303	50,000	22	43,550	17
59 Accounts Payable Manager	27,910	28,822	27,910	27,910	17	30,125	7
60 Computer Operations Supervisor	29,743	30,873	30,057	31,558	37	31,538	22
61 Data Entry Supervisor	22,243	26,544	24,967	30,285	12	27,269	10
62 Mailroom Supervisor	21,299	24,990	21,299	26,018	28	27,353	16

TABLE : A-26

TYPE OF BUSINESS (USA)
RETAIL / WHOLESALE / DISTRIBUTION

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	32,750	41,092	42,177	45,200	33	40,601	28
42 Auditing Manager	47,320	47,916	48,900	55,000	7	47,752	6
43 Branch Manager	27,400	33,352	27,400	36,769	46	43,768	9
44 Building Services/Facilities Manager	33,699	42,852	43,500	49,000	12	42,237	11
45 Compensation and Benefits Manager	33,400	50,960	52,942	65,250	8	53,469	7
46 Computer Operations Manager	41,600	49,793	49,608	59,000	13	49,793	13
47 Controller	41,500	61,418	57,776	70,990	22	61,418	22
48 Credit & Collection Manager	30,269	38,090	39,600	40,000	14	36,818	15
49 Customer Service Manager	25,000	35,261	40,200	44,105	16	35,468	14
50 Data Processing Manager	35,400	48,313	46,734	58,000	15	48,313	15
51 Employment Manager	32,281	36,403	34,606	39,780	10	37,667	9
52 Human Resources (Personnel) Manager	42,510	55,825	60,392	63,720	14	54,979	12
53 Marketing Manager	47,460	58,867	65,050	68,079	16	57,977	14
54 Office/Administrative Services Manager	29,890	34,677	34,150	39,635	16	34,677	16
55 Payroll Manager	29,350	40,673	40,400	49,000	13	40,673	13
56 Purchasing Manager	31,678	38,956	36,512	43,933	18	41,129	14
57 Records Manager		29,550	29,550		2	29,550	2
58 Sales Manager	38,000	43,601	38,873	54,000	37	43,057	14
59 Accounts Payable Manager	26,000	34,856	32,000	38,006	19	35,392	16
60 Computer Operations Supervisor	30,475	32,635	32,900	32,900	19	35,146	11
61 Data Entry Supervisor	21,000	24,912	25,064	29,280	10	24,912	10
62 Mailroom Supervisor	22,640	25,302	25,052	29,426	12	25,302	12

TABLE : A-27

TYPE OF BUSINESS (USA)
UTILITIES / TRANSPORTATION / COMMUNICATIONS

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	36,296	49,189	49,185	56,797	40	52,615	29
42 Auditing Manager	49,200	58,110	58,661	63,440	11	58,508	9
43 Branch Manager		42,532	42,532		2	42,532	2
44 Building Services/Facilities Manager	37,227	44,271	43,173	52,520	16	44,271	16
45 Compensation and Benefits Manager	33,509	49,296	43,000	65,000	11	50,154	9
46 Computer Operations Manager	39,500	49,298	48,548	59,280	11	49,298	11
47 Controller	58,380	76,381	67,483	91,020	20	75,034	19
48 Credit & Collection Manager	35,277	37,659	36,244	42,972	27	38,212	14
49 Customer Service Manager	36,590	40,804	37,939	43,992	22	42,216	16
50 Data Processing Manager	48,027	51,986	48,027	50,230	28	56,977	12
51 Employment Manager	40,633	48,146	44,712	52,000	9	48,146	9
52 Human Resources (Personnel) Manager	49,109	75,659	54,736	67,968	29	80,620	23
53 Marketing Manager	40,477	49,473	42,489	53,975	36	60,889	15
54 Office/Administrative Services Manager	36,663	40,005	36,663	44,584	40	48,858	14
55 Payroll Manager	34,487	42,219	42,598	51,709	16	41,496	16
56 Purchasing Manager	44,638	51,024	48,061	56,650	16	50,160	13
57 Records Manager	40,532	44,803	44,263	49,073	4	44,803	4
58 Sales Manager	32,716	43,309	32,716	52,500	39	61,764	12
59 Accounts Payable Manager	32,000	37,282	35,900	47,510	7	37,282	7
60 Computer Operations Supervisor	28,392	34,314	35,820	38,600	7	36,394	8
61 Data Entry Supervisor	31,028	37,642	41,604	45,501	7	37,642	7
62 Mailroom Supervisor	21,800	27,819	24,000	39,124	7	29,247	8

TABLE : A-28

TYPE OF BUSINESS (USA)
EDUCATION / GOVERNMENT / NON PROFIT

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	36,660	44,475	42,983	49,682	50	44,403	51
42 Auditing Manager	39,000	41,782	39,495	43,416	21	42,251	20
43 Branch Manager	22,813	36,565	40,620	40,620	13	40,857	3
44 Building Services/Facilities Manager	31,152	42,421	40,250	51,000	44	44,896	40
45 Compensation and Benefits Manager	42,600	47,393	45,600	56,498	11	47,393	11
46 Computer Operations Manager	41,585	48,081	44,781	53,497	39	48,720	35
47 Controller	47,509	59,262	54,681	65,123	46	59,400	47
48 Credit & Collection Manager	20,500	34,679	32,656	45,100	7	34,679	8
49 Customer Service Manager	33,203	36,503	37,584	37,896	18	35,791	13
50 Data Processing Manager	44,699	45,838	44,699	44,699	137	52,588	24
51 Employment Manager	29,150	41,413	41,124	50,500	18	41,413	18
52 Human Resources (Personnel) Manager	40,848	50,937	50,000	58,158	44	51,209	43
53 Marketing Manager	43,301	44,015	43,301	44,007	42	46,667	20
54 Office/Administrative Services Manager	22,391	30,060	34,060	34,060	282	35,369	33
55 Payroll Manager	26,712	36,239	35,085	45,502	101	36,823	25
56 Purchasing Manager	32,400	42,669	42,379	52,050	27	44,241	28
57 Records Manager	39,380	38,350	39,380	39,380	33	33,888	7
58 Sales Manager	25,309	31,086	25,309	40,000	17	30,052	5
59 Accounts Payable Manager	21,372	23,864	21,372	22,620	71	34,406	12
60 Computer Operations Supervisor	33,294	35,738	33,294	34,356	74	40,863	24
61 Data Entry Supervisor	24,065	25,848	25,355	25,355	35	27,610	17
62 Mailroom Supervisor	24,489	24,879	24,489	24,489	121	26,516	26

TABLE : A-29

TYPE OF BUSINESS (USA)
ALL OTHER BUSINESSES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	40,392	47,240	48,700	52,647	112	45,912	62
42 Auditing Manager	49,950	50,743	50,600	55,000	44	50,121	19
43 Branch Manager	37,307	52,516	54,508	67,700	126	51,000	21
44 Building Services/Facilities Manager	34,212	42,749	38,875	50,880	51	44,105	41
45 Compensation and Benefits Manager	40,500	48,099	50,289	57,780	15	48,922	14
46 Computer Operations Manager	45,132	51,431	53,369	53,469	78	52,143	51
47 Controller	51,033	57,870	56,012	62,016	74	58,733	58
48 Credit & Collection Manager	36,570	42,804	41,822	46,920	21	42,311	20
49 Customer Service Manager	25,000	41,070	43,491	57,297	52	40,138	31
50 Data Processing Manager	47,045	52,903	49,973	59,114	57	52,908	31
51 Employment Manager	36,312	47,513	47,400	57,512	19	47,284	17
52 Human Resources (Personnel) Manager	42,000	50,100	50,000	57,912	77	50,583	60
53 Marketing Manager	43,496	51,340	54,145	54,145	61	50,593	38
54 Office/Administrative Services Manager	31,500	38,713	38,200	43,000	55	38,758	51
55 Payroll Manager	33,423	40,531	39,234	47,183	31	40,531	31
56 Purchasing Manager	36,082	46,311	47,016	56,346	32	43,132	25
57 Records Manager	29,365	33,220	32,584	36,740	10	33,220	10
58 Sales Manager	40,803	47,020	51,240	51,240	256	50,884	25
59 Accounts Payable Manager	30,419	38,613	35,500	51,425	28	35,871	19
60 Computer Operations Supervisor	39,520	40,543	41,484	41,484	89	39,362	27
61 Data Entry Supervisor	27,000	29,147	28,798	33,110	35	27,920	19
62 Mailroom Supervisor	22,021	28,434	26,400	31,282	40	28,323	39

TABLE : A-30

METROPOLITAN AREAS
Akron, OH

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	30,484	35,189	37,011	39,894	4	35,189	4
43 Branch Manager					1		1
45 Compensation and Benefits Manager		42,661	42,661		2	42,661	2
48 Credit & Collection Manager	22,797	25,758	22,797	31,680	3	25,758	3
49 Customer Service Manager		24,731	24,731		2	24,731	2
50 Data Processing Manager					1		1
51 Employment Manager		42,349	42,349		2	42,349	2
52 Human Resources (Personnel) Manager					1		1
53 Marketing Manager					1		1
54 Office/Administrative Services Manager					1		1
56 Purchasing Manager					1		1
58 Sales Manager		66,870	66,870		2	66,870	2
60 Computer Operations Supervisor		25,896	25,896		2	25,896	2

TABLE : A-31

METROPOLITAN AREAS
Atlanta - Northwest Georgia

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	30,000	39,333	42,000	46,000	3	39,333	3
42 Auditing Manager		49,200	49,200		2		1
43 Branch Manager					1		1
44 Building Services/Facilities Manager					1		1
46 Computer Operations Manager		44,150	44,150		2	44,150	2
49 Customer Service Manager					1		1
52 Human Resources (Personnel) Manager					1		1
54 Office/Administrative Services Manager					1		1
58 Sales Manager					1		1
62 Mailroom Supervisor					1		1

TABLE : A-32

METROPOLITAN AREAS
Battle Creek / Kalamazoo, MI

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	32,500	40,913	40,040	50,200	3	40,913	3
42 Auditing Manager		49,160	49,160		2	49,160	2
44 Building Services/Facilities Manager					1		1
46 Computer Operations Manager					1		1
47 Controller					1		1
49 Customer Service Manager					1		1
51 Employment Manager					1		1
53 Marketing Manager					1		1
54 Office/Administrative Services Manager					1		1
55 Payroll Manager	22,500	34,670	26,910	54,600	3	34,670	3
56 Purchasing Manager					1		1
58 Sales Manager	54,470	54,470	54,470	54,470	8		1
59 Accounts Payable Manager		43,800	43,800		2	43,800	2
60 Computer Operations Supervisor					1		1
61 Data Entry Supervisor		31,460	31,460		2	31,460	2
62 Mailroom Supervisor		31,830	31,830		2	31,830	2

TABLE : A-33

METROPOLITAN AREAS
Boston, MA

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	48,900	55,550	56,650	62,200	4	55,550	4
42 Auditing Manager					1		1
44 Building Services/Facilities Manager		49,450	49,450		2	49,450	2
45 Compensation and Benefits Manager	40,500	60,017	69,775	69,775	3	55,138	2
46 Computer Operations Manager		136,500	136,500		2	136,500	2
47 Controller	44,000	84,290	89,250	95,000	5	84,290	5
48 Credit & Collection Manager		61,650	61,650		2	61,650	2
49 Customer Service Manager					1		1
50 Data Processing Manager					1		1
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager		48,400	48,400		2	48,400	2
53 Marketing Manager	54,000	75,109	64,917	64,917	9	90,579	4
54 Office/Administrative Services Manager	60,000	66,700	68,100	72,000	3	66,700	3
55 Payroll Manager		49,765	49,765		2	49,765	2
57 Records Manager					1		1
59 Accounts Payable Manager	28,628	35,124	32,510	41,620	4	35,124	4
60 Computer Operations Supervisor	40,284	46,242	46,400	52,200	4	46,189	3
61 Data Entry Supervisor		26,780	26,780		2	26,780	2
62 Mailroom Supervisor	25,000	33,377	33,280	41,850	3	33,377	3

TABLE : A-34

METROPOLITAN AREAS

Buffalo, NY

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	33,722	42,281	42,640	48,825	17	42,816	16
42 Auditing Manager	41,341	45,860	47,257	50,379	4	45,394	3
43 Branch Manager	29,775	32,397	35,674	35,674	24	31,556	4
44 Building Services/Facilities Manager	37,310	46,432	47,250	57,618	11	45,313	10
45 Compensation and Benefits Manager		37,170	37,170		2	37,170	2
46 Computer Operations Manager	36,543	44,747	44,125	53,040	14	44,747	14
47 Controller	48,000	60,102	56,888	71,635	17	58,879	16
48 Credit & Collection Manager	28,000	39,230	43,992	44,880	11	38,751	10
49 Customer Service Manager	33,200	40,429	43,491	47,000	15	40,429	15
50 Data Processing Manager	39,700	51,078	53,851	63,757	11	51,126	12
51 Employment Manager	37,440	36,622	39,098	39,255	5	36,622	5
52 Human Resources (Personnel) Manager	35,006	48,917	46,300	56,324	18	47,628	17
53 Marketing Manager	48,360	55,837	58,188	68,400	9	52,007	7
54 Office/Administrative Services Manager	26,000	29,738	28,989	32,400	9	29,738	9
55 Payroll Manager	34,000	38,324	35,085	37,000	9	38,729	8
56 Purchasing Manager	36,000	44,243	45,786	52,000	17	44,243	17
57 Records Manager					1		1
58 Sales Manager	56,784	60,183	61,263	62,170	22	58,796	15
59 Accounts Payable Manager	32,167	34,377	33,664	34,067	5	34,377	5
60 Computer Operations Supervisor	24,800	33,444	26,150	48,027	5	32,695	6
61 Data Entry Supervisor	22,260	30,321	28,390	39,281	7	30,321	7
62 Mailroom Supervisor	22,180	24,547	23,100	27,945	7	24,547	7

TABLE : A-35

METROPOLITAN AREAS
Charlotte, NC.

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	41,300	46,904	44,512	54,900	3	46,904	3
42 Auditing Manager	52,350	55,516	52,350	60,000	29	56,175	2
46 Computer Operations Manager					1		1
47 Controller					1		1
48 Credit & Collection Manager					1		1
50 Data Processing Manager					1		1
52 Human Resources (Personnel) Manager					1		1
53 Marketing Manager					1		1
54 Office/Administrative Services Manager	30,600	36,475	34,450	42,350	4	36,475	4
55 Payroll Manager					1		1
59 Accounts Payable Manager					1		1
60 Computer Operations Supervisor	31,200	31,200	31,200	31,200	3	31,200	1
61 Data Entry Supervisor					1		1

TABLE : A-36

METROPOLITAN AREAS

Chicago, IL

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	40,313	45,547	46,500	48,700	50	45,416	23
42 Auditing Manager	49,950	53,808	54,100	60,533	13	52,312	7
43 Branch Manager	24,521	37,570	24,521	54,508	13	51,938	4
44 Building Services/Facilities Manager	38,435	49,746	54,083	60,000	16	47,598	14
45 Compensation and Benefits Manager	50,900	53,830	51,100	54,618	8	55,587	5
46 Computer Operations Manager	48,600	55,064	54,523	63,950	20	56,357	17
47 Controller	52,000	71,148	64,746	77,000	20	70,120	21
48 Credit & Collection Manager	35,750	42,769	42,070	51,863	17	41,188	15
49 Customer Service Manager	35,149	43,073	37,620	57,800	17	42,153	16
50 Data Processing Manager	44,369	57,460	64,242	68,250	24	57,492	19
51 Employment Manager	32,850	40,732	38,550	42,100	13	41,748	11
52 Human Resources (Personnel) Manager	40,000	46,331	45,540	56,700	25	46,497	23
53 Marketing Manager	38,291	50,190	43,496	59,160	21	50,439	15
54 Office/Administrative Services Manager	32,390	38,286	38,200	43,560	20	38,307	16
55 Payroll Manager	36,990	41,786	39,617	48,075	16	41,597	14
56 Purchasing Manager	36,000	40,985	37,882	42,800	15	39,887	14
57 Records Manager	30,113	37,906	34,863	45,700	4	37,906	4
58 Sales Manager	39,513	46,478	39,513	51,000	69	56,969	14
59 Accounts Payable Manager	29,040	35,444	35,475	35,506	5	35,444	5
60 Computer Operations Supervisor	31,304	40,708	41,433	47,027	20	41,030	8
61 Data Entry Supervisor	33,540	36,749	37,500	37,893	9	36,534	7
62 Mailroom Supervisor	24,466	29,804	29,100	33,850	20	29,714	18

TABLE : A-37

METROPOLITAN AREAS
Cincinnati, OH

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	43,000	46,444	43,000	47,000	9	49,165	6
42 Auditing Manager	51,000	53,763	51,000	59,289	3	53,763	3
43 Branch Manager					1		1
44 Building Services/Facilities Manager	43,661	49,674	49,000	56,420	11	49,741	10
45 Compensation and Benefits Manager	65,000	63,634	65,200	67,200	5	63,634	5
46 Computer Operations Manager	53,800	61,243	61,000	64,000	7	61,243	7
47 Controller	58,030	75,818	79,000	81,865	12	75,818	12
48 Credit & Collection Manager	33,600	44,167	43,400	48,000	6	46,280	5
49 Customer Service Manager	42,100	55,633	53,000	71,800	3	55,633	3
50 Data Processing Manager	53,131	64,065	66,156	75,000	4	64,065	4
51 Employment Manager	37,076	43,662	37,905	42,640	9	43,662	9
52 Human Resources (Personnel) Manager	56,928	63,231	64,584	69,578	10	63,231	10
53 Marketing Manager	45,175	57,854	64,344	68,700	11	64,530	5
54 Office/Administrative Services Manager	40,669	46,409	45,168	60,424	7	46,409	7
55 Payroll Manager	27,363	35,165	33,500	45,600	7	35,165	7
56 Purchasing Manager	48,000	52,212	50,752	57,224	9	52,212	9
57 Records Manager	48,308	51,103	52,500	52,500	3	51,103	3
58 Sales Manager	47,658	64,942	58,000	89,350	13	73,852	5
59 Accounts Payable Manager	24,000	26,880	28,500	29,453	5	26,880	5
60 Computer Operations Supervisor	32,800	34,206	35,150	38,940	5	37,732	6
61 Data Entry Supervisor					1		1
62 Mailroom Supervisor	20,000	31,519	37,291	37,596	7	31,519	7

TABLE : A-38

METROPOLITAN AREAS
Cleveland, OH

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	36,090	50,370	42,740	64,650	4	50,370	4
42 Auditing Manager		71,500	71,500		2	71,500	2
43 Branch Manager		41,470	41,470		2		1
44 Building Services/Facilities Manager					1		1
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager		59,000	59,000		2	59,000	2
47 Controller	43,420	52,460	58,000	58,000	7	50,244	5
48 Credit & Collection Manager	39,800	43,275	40,250	46,750	4	43,275	4
49 Customer Service Manager		49,000	49,000		2	49,000	2
50 Data Processing Manager		61,500	61,500		2	61,500	2
51 Employment Manager	44,150	46,075	48,000	48,000	4	44,150	2
52 Human Resources (Personnel) Manager					1		1
53 Marketing Manager	33,000	49,667	58,000	58,000	3	45,500	2
54 Office/Administrative Services Manager	30,000	36,217	36,000	42,650	3	36,217	3
55 Payroll Manager	38,000	41,099	42,000	44,198	4	41,099	4
56 Purchasing Manager		49,162	49,162		2	49,162	2
58 Sales Manager					1		1
59 Accounts Payable Manager		43,730	43,730		2	43,730	2
60 Computer Operations Supervisor					1		1
62 Mailroom Supervisor					1		1

TABLE : A-39

METROPOLITAN AREAS

Columbus, OH

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	59,041	55,748	59,041	60,080	13	49,648	5
42 Auditing Manager		59,400	59,400		2	59,400	2
43 Branch Manager		55,691	55,691		2		1
44 Building Services/Facilities Manager		43,013	43,013		2	43,013	2
46 Computer Operations Manager	58,334	59,250	60,167	60,167	4	53,689	3
47 Controller					1		1
49 Customer Service Manager	43,100	51,925	57,220	57,220	8	50,160	2
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager	49,150	56,750	55,701	64,351	4	56,750	4
54 Office/Administrative Services Manager	38,620	43,465	43,050	48,310	4	43,465	4
55 Payroll Manager		44,075	44,075		2	44,075	2
56 Purchasing Manager					1		1
57 Records Manager					1		1
59 Accounts Payable Manager		42,400	42,400		2	42,400	2
60 Computer Operations Supervisor	48,225	46,823	48,225	48,225	10	43,552	3
61 Data Entry Supervisor					1		1
62 Mailroom Supervisor	29,370	40,852	41,686	51,500	3	40,852	3

TABLE : A-40

METROPOLITAN AREAS

Dayton, OH

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	30,000	40,571	40,571	51,141	3	40,571	3
42 Auditing Manager					1		1
44 Building Services/Facilities Manager					1		1
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager					1		1
47 Controller		46,272	46,272		2	46,272	2
49 Customer Service Manager	37,965	36,521	37,965	37,965	5	34,354	2
50 Data Processing Manager					1		1
51 Employment Manager					1		1
53 Marketing Manager					1		1
56 Purchasing Manager					1		1
58 Sales Manager					1		1
59 Accounts Payable Manager					1		1
60 Computer Operations Supervisor					1		1
61 Data Entry Supervisor					1		1

TABLE : A-41

METROPOLITAN AREAS

Delaware

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	32,784	46,333	39,488	59,882	4	46,333	4
42 Auditing Manager	41,398	56,567	56,567	71,736	3	56,567	3
43 Branch Manager	80,500	78,214	80,500	80,500	12	66,782	2
44 Building Services/Facilities Manager	31,839	47,613	45,000	66,000	3	47,613	3
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager		52,995	52,995		2	52,995	2
47 Controller	44,608	64,086	69,645	83,565	4	64,086	4
49 Customer Service Manager	42,400	49,047	42,400	55,694	4	55,694	2
50 Data Processing Manager					1		1
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager					1		1
53 Marketing Manager		50,950	50,950		2	50,950	2
54 Office/Administrative Services Manager	22,260	25,568	25,568	28,875	3	25,568	3
55 Payroll Manager					1		1
60 Computer Operations Supervisor		33,968	33,968		2	33,968	2
61 Data Entry Supervisor	21,923	28,483	21,923	41,604	3	31,764	2
62 Mailroom Supervisor					1		1

TABLE : A-42

METROPOLITAN AREAS

Denver, CO

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager		57,804	57,804		2	57,804	2
44 Building Services/Facilities Manager		48,030	48,030		2	48,030	2
45 Compensation and Benefits Manager		67,140	67,140		2	67,140	2
46 Computer Operations Manager		53,370	53,370		2	53,370	2
47 Controller					1		1
48 Credit & Collection Manager					1		1
49 Customer Service Manager					1		1
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager		50,418	50,418		2	50,418	2
54 Office/Administrative Services Manager		49,902	49,902		2	49,902	2
60 Computer Operations Supervisor		36,540	36,540		2	36,540	2
62 Mailroom Supervisor					1		1

TABLE : A-43

METROPOLITAN AREAS

Des Moines, IA

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	37,440	46,554	49,350	50,656	35	48,135	19
42 Auditing Manager	49,090	53,429	49,090	64,100	14	56,757	8
43 Branch Manager	66,144	65,272	66,144	66,144	25	53,798	3
44 Building Services/Facilities Manager	39,600	47,739	48,776	52,120	17	47,600	15
45 Compensation and Benefits Manager	25,000	40,411	41,000	50,565	7	38,719	6
46 Computer Operations Manager	39,500	46,522	47,160	53,100	13	46,522	13
47 Controller	49,400	57,895	53,100	64,000	19	60,045	15
48 Credit & Collection Manager	39,520	43,671	47,085	52,170	6	41,972	5
49 Customer Service Manager	37,939	38,996	38,960	42,904	12	39,234	9
50 Data Processing Manager	49,973	53,108	49,973	50,700	33	57,364	14
51 Employment Manager	40,050	42,495	43,618	47,400	7	42,405	7
52 Human Resources (Personnel) Manager	40,125	51,458	45,222	57,889	24	54,714	18
53 Marketing Manager	40,000	49,786	45,774	62,000	10	48,104	8
54 Office/Administrative Services Manager	24,231	32,309	26,328	47,320	23	38,684	15
55 Payroll Manager	31,146	35,253	33,185	40,720	16	35,253	16
56 Purchasing Manager	39,250	46,567	45,182	47,800	13	46,567	13
57 Records Manager	28,000	29,001	29,001	30,001	2	29,001	2
58 Sales Manager	45,921	47,772	45,921	45,921	49	55,431	7
59 Accounts Payable Manager	26,328	33,659	36,275	38,340	5	33,659	5
60 Computer Operations Supervisor	28,787	32,068	31,000	37,650	11	32,247	10
61 Data Entry Supervisor	20,129	29,418	32,595	35,610	8	29,418	8
62 Mailroom Supervisor	21,299	24,083	21,299	26,210	22	26,695	11

TABLE : A-44

METROPOLITAN AREAS
Detroit, MI

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager					1		1
42 Auditing Manager					1		1
44 Building Services/Facilities Manager					1		1
46 Computer Operations Manager					1		1
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager		33,000	33,000		2	33,000	2
56 Purchasing Manager					1		1
60 Computer Operations Supervisor		37,236	37,236		2		1

TABLE : A-45

METROPOLITAN AREAS
Fargo, ND / Moorhead, MN

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager					1		1
42 Auditing Manager					1		1
43 Branch Manager					1		1
44 Building Services/Facilities Manager					1		1
46 Computer Operations Manager					1		1
47 Controller	34,620	36,207	36,000	38,000	3	36,207	3
48 Credit & Collection Manager					1		1
49 Customer Service Manager					1		1
50 Data Processing Manager		28,650	28,650		2	28,650	2
52 Human Resources (Personnel) Manager					1		1
53 Marketing Manager					1		1
54 Office/Administrative Services Manager	26,850	29,263	30,688	31,675	4	28,458	3
56 Purchasing Manager					1		1
58 Sales Manager	37,000	39,250	38,000	41,500	4	39,667	3
60 Computer Operations Supervisor					1		1
61 Data Entry Supervisor					1		1

TABLE : A-46

METROPOLITAN AREAS

Fort Wayne, IN

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	46,500	48,700	46,500	46,500	28	54,586	7
42 Auditing Manager	51,131	54,616	56,481	58,100	4	53,454	3
43 Branch Manager	34,950	34,950	34,950	34,950	19		1
44 Building Services/Facilities Manager	45,977	50,454	53,000	57,300	11	48,424	8
45 Compensation and Benefits Manager	54,000	58,165	60,850	65,300	6	58,165	6
46 Computer Operations Manager	41,662	44,531	46,850	47,400	4	44,531	4
47 Controller	44,400	55,674	54,570	62,000	9	55,674	9
48 Credit & Collection Manager	33,000	40,442	38,725	43,500	6	40,442	6
49 Customer Service Manager	46,320	47,784	49,200	55,300	5	47,784	5
50 Data Processing Manager	47,700	54,022	55,566	64,300	7	54,022	7
51 Employment Manager	29,680	43,440	39,965	57,200	4	43,440	4
52 Human Resources (Personnel) Manager	38,000	52,117	54,900	61,350	14	52,799	10
53 Marketing Manager	75,000	79,073	80,400	84,840	6	79,073	6
55 Payroll Manager	29,500	42,673	34,608	63,300	7	42,673	7
56 Purchasing Manager	55,400	56,302	55,400	59,700	13	56,865	8
58 Sales Manager					1		1
59 Accounts Payable Manager	35,900	39,627	41,500	43,400	5	39,627	5
60 Computer Operations Supervisor	31,000	36,081	33,769	39,600	12	38,621	8
61 Data Entry Supervisor		35,650	35,650		2	35,650	2
62 Mailroom Supervisor	21,944	27,800	30,700	30,756	3	27,800	3

TABLE : A-47

METROPOLITAN AREAS

Greensboro, NC

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	30,905	38,479	36,400	46,052	4	39,171	3
42 Auditing Manager	52,400	51,850	52,400	52,400	8	50,200	2
44 Building Services/Facilities Manager		29,837	29,837		2		1
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager	45,273	46,318	45,273	48,408	3	46,841	2
47 Controller	45,000	72,500	47,500	125,000	3	72,500	3
48 Credit & Collection Manager					1		1
49 Customer Service Manager		46,875	46,875		2	46,875	2
52 Human Resources (Personnel) Manager	39,000	39,980	40,470	40,470	3	39,735	2
53 Marketing Manager	39,907	39,907	39,907	39,907	4		1
55 Payroll Manager					1		1
56 Purchasing Manager		45,368	45,368		2	45,368	2
58 Sales Manager		44,303	44,303		2		1
59 Accounts Payable Manager	27,910	28,668	27,910	27,910	12	32,455	2
60 Computer Operations Supervisor	30,057	30,057	30,057	30,057	5		1
61 Data Entry Supervisor					1		1
62 Mailroom Supervisor		23,154	23,154		2	23,154	2

TABLE : A-48

METROPOLITAN AREAS

Hampton Roads, VA

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	36,500	43,759	42,161	49,226	6	43,759	6
44 Building Services/Facilities Manager					1		1
46 Computer Operations Manager		34,528	34,528		2	34,528	2
47 Controller					1		1
48 Credit & Collection Manager		45,684	45,684		2	45,684	2
49 Customer Service Manager	36,608	42,603	45,600	45,600	3	41,104	2
50 Data Processing Manager	40,000	48,223	45,968	58,700	3	48,223	3
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager	29,380	68,548	58,000	118,264	3	68,548	3
53 Marketing Manager	26,400	72,143	65,502	124,526	3	72,143	3
55 Payroll Manager					1		1
56 Purchasing Manager	35,380	49,260	42,900	69,500	3	49,260	3
58 Sales Manager	51,450	57,941	51,450	51,450	12	70,923	4
60 Computer Operations Supervisor					1		1

TABLE : A-49

METROPOLITAN AREAS

Harrisburg, PA

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	48,609	49,182	53,112	53,112	33	46,114	19
42 Auditing Manager	39,495	47,169	41,245	50,993	13	50,580	9
43 Branch Manager	22,995	25,695	24,250	24,817	73	31,855	6
44 Building Services/Facilities Manager	39,671	46,923	49,176	50,450	11	46,570	11
45 Compensation and Benefits Manager	46,235	51,636	57,355	57,720	8	50,818	7
46 Computer Operations Manager	44,781	48,670	46,870	59,502	25	44,295	12
47 Controller	48,080	61,609	59,047	65,020	16	61,609	16
48 Credit & Collection Manager	28,482	36,709	30,750	43,031	9	35,627	7
49 Customer Service Manager	36,000	41,336	50,784	50,865	41	40,326	14
50 Data Processing Manager	44,699	45,725	44,699	44,699	133	53,211	13
51 Employment Manager	39,681	46,062	49,010	57,010	10	41,370	7
52 Human Resources (Personnel) Manager	37,890	50,397	43,182	64,193	14	51,264	14
53 Marketing Manager	55,918	60,885	65,475	65,475	34	57,516	10
54 Office/Administrative Services Manager	34,060	34,247	34,060	34,060	140	36,484	12
55 Payroll Manager	45,502	44,276	45,502	45,502	49	40,881	13
56 Purchasing Manager	41,048	49,178	51,500	55,988	23	45,441	14
57 Records Manager	39,380	39,171	39,380	39,380	30	37,810	4
58 Sales Manager	52,311	52,131	52,311	52,311	69	54,017	8
59 Accounts Payable Manager	23,442	35,001	33,722	49,068	7	36,928	7
60 Computer Operations Supervisor	33,294	33,717	33,294	33,294	58	35,491	7
61 Data Entry Supervisor	25,355	27,177	25,355	27,531	22	30,092	8
62 Mailroom Supervisor	24,489	24,863	24,489	24,489	101	30,778	6

TABLE : A-50

METROPOLITAN AREAS
Houston, TX Metropolitan Area

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	42,216	51,579	55,721	56,800	3	51,579	3
42 Auditing Manager					1		1
46 Computer Operations Manager					1		1
47 Controller	46,680	56,120	46,680	75,000	3	56,560	3
48 Credit & Collection Manager		28,128	28,128		2		1
49 Customer Service Manager		37,896	37,896		2	37,896	2
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager	40,104	49,176	46,656	60,767	3	49,176	3
53 Marketing Manager	44,500	49,563	44,500	44,500	6	59,690	2
54 Office/Administrative Services Manager		44,502	44,502		2	41,647	3
55 Payroll Manager					1		1
58 Sales Manager					1		1
59 Accounts Payable Manager					1		1
60 Computer Operations Supervisor					1		1
62 Mailroom Supervisor	19,885	26,657	19,885	40,200	3	30,043	2

TABLE : A-51

METROPOLITAN AREAS

Indianapolis, IN

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	34,187	43,153	43,000	43,000	5	43,192	4
42 Auditing Manager		48,960	48,960		2	48,960	2
43 Branch Manager	37,307	36,850	37,307	37,307	28	36,029	2
44 Building Services/Facilities Manager	38,875	46,230	41,880	57,936	3	46,230	3
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager		48,170	48,170		2	48,170	2
47 Controller	49,000	52,500	52,500	56,000	3	52,500	3
48 Credit & Collection Manager					1		1
51 Employment Manager	32,000	46,307	48,600	58,320	3	46,307	3
52 Human Resources (Personnel) Manager	38,551	48,761	48,500	52,533	5	48,761	5
53 Marketing Manager	43,301	44,776	43,301	43,301	12	52,151	2
54 Office/Administrative Services Manager	20,000	37,374	43,223	48,900	3	37,374	3
55 Payroll Manager	29,250	35,954	32,500	43,020	5	35,954	5
56 Purchasing Manager		43,473	43,473		2	43,473	2
57 Records Manager		36,706	36,706		2	36,706	2
59 Accounts Payable Manager		38,183	38,183		2	38,183	2
60 Computer Operations Supervisor	30,106	32,423	30,106	33,740	6	33,582	4
61 Data Entry Supervisor	23,455	23,891	24,065	24,065	7	23,760	2
62 Mailroom Supervisor	21,000	23,607	24,418	25,404	3	23,607	3

TABLE : A-52

METROPOLITAN AREAS

Kansas City, MO & KS

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	40,635	45,611	44,484	50,352	20	46,138	11
42 Auditing Manager	45,133	46,388	48,900	51,960	12	49,171	8
43 Branch Manager		60,625	60,625		2	60,625	2
44 Building Services/Facilities Manager	38,700	43,726	43,500	44,782	12	43,492	10
45 Compensation and Benefits Manager	55,000	60,750	60,750	66,500	3	60,750	3
46 Computer Operations Manager	42,700	45,028	44,000	48,555	12	43,849	8
47 Controller	53,500	64,025	61,992	61,992	14	64,929	10
48 Credit & Collection Manager	39,000	41,933	40,740	47,040	8	41,933	8
49 Customer Service Manager	39,050	49,679	46,000	51,799	9	50,204	8
50 Data Processing Manager	44,523	61,417	56,060	76,380	13	58,425	11
51 Employment Manager	36,312	46,090	39,000	66,120	6	41,083	5
52 Human Resources (Personnel) Manager	44,000	52,768	60,000	60,900	10	50,444	8
53 Marketing Manager	53,000	59,483	62,320	65,100	10	58,079	8
54 Office/Administrative Services Manager	30,696	36,279	33,460	36,840	7	36,279	7
55 Payroll Manager	32,500	41,217	39,600	51,003	9	41,217	9
56 Purchasing Manager	35,664	44,099	42,016	49,650	12	44,099	12
57 Records Manager	32,300	35,248	36,740	38,100	5	35,248	5
58 Sales Manager	58,250	62,495	58,561	77,733	11	58,947	6
59 Accounts Payable Manager	25,000	35,441	30,650	33,240	7	35,441	7
60 Computer Operations Supervisor	30,958	36,908	36,900	40,450	8	36,911	6
61 Data Entry Supervisor	25,883	28,387	27,720	32,096	8	27,628	7
62 Mailroom Supervisor	22,250	27,055	26,460	29,200	11	27,055	11

TABLE : A-53

METROPOLITAN AREAS

Knoxville, TN

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	38,627	40,902	38,627	38,627	5	44,314	2
42 Auditing Manager	55,000	55,000	55,000	55,000	7		1
43 Branch Manager	77,738	72,989	77,738	77,738	9	56,369	2
44 Building Services/Facilities Manager					1		1
45 Compensation and Benefits Manager					1		1
47 Controller					1		1
48 Credit & Collection Manager					1		1
49 Customer Service Manager	46,183	46,183	46,183	46,183	3	34,592	2
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager					1		1
53 Marketing Manager					1		1
54 Office/Administrative Services Manager		44,650	44,650		2	44,650	2
55 Payroll Manager					1		1
56 Purchasing Manager					1		1
58 Sales Manager					1		1

TABLE : A-54

METROPOLITAN AREAS

Lancaster, PA

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	40,000	39,485	43,757	43,757	5	36,638	3
42 Auditing Manager		36,476	36,476		2		1
45 Compensation and Benefits Manager					1		1
47 Controller		57,388	57,388		2	57,388	2
48 Credit & Collection Manager					1		1
50 Data Processing Manager					1		1
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager		50,288	50,288		2	50,288	2
53 Marketing Manager	37,760	46,517	49,020	55,275	4	45,683	3
54 Office/Administrative Services Manager		40,550	40,550		2	40,550	2
55 Payroll Manager					1		1
56 Purchasing Manager					1		1
58 Sales Manager		55,000	55,000		2	55,000	2
60 Computer Operations Supervisor					1		1

TABLE : A-55

METROPOLITAN AREAS

Greater Los Angeles Metropolitan Area

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	49,601	56,600	58,604	61,714	12	55,597	8
42 Auditing Manager					1		1
43 Branch Manager	60,000	60,000	60,000	60,000	3	60,000	3
44 Building Services/Facilities Manager	33,548	46,001	50,880	54,392	5	46,001	5
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager	43,920	53,846	49,193	70,800	6	53,846	6
47 Controller	56,732	71,010	62,040	89,622	8	73,389	7
48 Credit & Collection Manager					1		1
49 Customer Service Manager					1		1
50 Data Processing Manager	43,869	60,307	71,409	71,409	4	53,049	3
51 Employment Manager	26,767	41,682	46,200	52,080	3	41,682	3
52 Human Resources (Personnel) Manager	48,620	62,009	51,540	86,625	7	62,009	7
53 Marketing Manager	44,100	53,456	54,250	62,595	7	53,324	6
54 Office/Administrative Services Manager	42,484	45,917	42,600	44,520	8	45,917	8
55 Payroll Manager	41,183	44,445	46,130	47,707	4	44,445	4
56 Purchasing Manager		52,227	52,227		2	52,227	2
57 Records Manager					1		1
60 Computer Operations Supervisor		39,573	39,573		2	43,365	3
61 Data Entry Supervisor					1		1
62 Mailroom Supervisor	23,133	28,956	27,300	36,435	3	28,956	3

TABLE : A-56

METROPOLITAN AREAS

Madison, WI

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	33,600	38,203	36,750	39,541	7	38,203	7
42 Auditing Manager		47,000	47,000		2	47,000	2
43 Branch Manager	35,912	42,574	35,912	50,421	7	51,458	3
44 Building Services/Facilities Manager	29,580	44,395	48,401	55,203	4	44,395	4
45 Compensation and Benefits Manager		43,514	43,514		2	43,514	2
46 Computer Operations Manager	43,630	47,964	50,300	53,208	7	47,964	7
47 Controller	51,000	58,627	56,504	66,254	5	58,627	5
48 Credit & Collection Manager		49,000	49,000		2	49,000	2
49 Customer Service Manager	36,720	38,781	37,896	46,462	9	36,062	5
50 Data Processing Manager	27,100	39,781	39,410	52,462	5	39,781	5
51 Employment Manager	53,100	55,306	55,306	57,512	3	55,306	3
52 Human Resources (Personnel) Manager	40,590	49,968	43,590	59,782	8	49,797	6
53 Marketing Manager	40,601	48,572	40,989	55,600	12	51,988	9
54 Office/Administrative Services Manager	29,196	38,720	37,603	49,317	7	38,720	7
61 Data Entry Supervisor	19,688	20,962	19,688	19,688	21	27,297	3
62 Mailroom Supervisor	19,381	21,635	19,381	19,500	7	23,889	4

TABLE : A-57

METROPOLITAN AREAS

Metro New Jersey

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	56,400	53,783	56,400	56,400	5	49,857	2
42 Auditing Manager					1		1
43 Branch Manager	49,972	50,393	49,972	49,972	45	59,436	2
44 Building Services/Facilities Manager					1		1
46 Computer Operations Manager		63,800	63,800		2	63,800	2
47 Controller	62,422	74,311	71,682	86,200	4	74,311	4
48 Credit & Collection Manager					1		1
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager		63,793	50,752		2	60,368	3
53 Marketing Manager					1		1
54 Office/Administrative Services Manager		38,509	38,509		2		1
55 Payroll Manager		50,600	50,600		2	46,707	3
56 Purchasing Manager		58,544	58,544		2	58,544	2
57 Records Manager		44,550	44,550		2	44,550	2
58 Sales Manager					1		1
59 Accounts Payable Manager		36,132	34,048		2	35,832	3
60 Computer Operations Supervisor					1		1
61 Data Entry Supervisor					1		2
62 Mailroom Supervisor		37,900	37,900		2	37,900	2

TABLE : A-58

METROPOLITAN AREAS

Mid-Missouri

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	33,632	39,184	41,508	41,650	5	40,573	6
42 Auditing Manager	43,316	43,383	43,416	43,416	3	43,366	4
44 Building Services/Facilities Manager	27,288	30,492	27,288	30,000	13	32,993	7
46 Computer Operations Manager	39,744	38,836	41,508	41,585	5	38,836	6
47 Controller	38,440	44,615	45,699	50,790	4	44,615	6
48 Credit & Collection Manager					1		1
49 Customer Service Manager					1		1
50 Data Processing Manager		64,972	64,972		2	64,972	5
51 Employment Manager		32,168	32,168		2	32,168	2
52 Human Resources (Personnel) Manager	40,848	43,705	40,848	50,613	8	45,419	7
53 Marketing Manager					1		1
54 Office/Administrative Services Manager	22,391	23,080	22,391	22,391	110	25,188	4
55 Payroll Manager	26,712	27,323	26,712	26,712	44	30,841	6
56 Purchasing Manager	32,160	32,967	32,160	32,160	6	41,920	5
58 Sales Manager					1		1
59 Accounts Payable Manager	21,372	21,735	21,372	22,128	62	22,040	3
60 Computer Operations Supervisor	34,356	34,070	34,356	34,356	6	33,784	4
61 Data Entry Supervisor		22,879	22,879		2	22,879	4
62 Mailroom Supervisor	18,126	19,789	20,820	21,452	4	19,445	5

TABLE : A-59

METROPOLITAN AREAS

Milwaukee, WI

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	43,664	47,457	49,000	51,250	4	47,457	4
42 Auditing Manager	55,800	55,800	55,800	55,800	7		1
44 Building Services/Facilities Manager	43,650	47,000	43,650	53,700	3	47,000	3
47 Controller		71,700	71,700		2	71,700	2
49 Customer Service Manager					1		1
50 Data Processing Manager		49,400	49,400		2	49,400	2
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager					1		1
53 Marketing Manager	70,133	65,915	70,133	70,133	7	60,291	3
54 Office/Administrative Services Manager	27,024	38,248	42,720	45,000	3	38,248	3
55 Payroll Manager		35,500	35,500		2	35,500	2
58 Sales Manager	43,361	101,120	130,000	130,000	3	101,120	3
59 Accounts Payable Manager		28,150	28,150		2	28,150	2
60 Computer Operations Supervisor	30,000	35,367	38,050	38,050	3	35,367	3
62 Mailroom Supervisor	28,580	28,580	28,580	28,580	4	28,580	2

TABLE : A-60

METROPOLITAN AREAS

Minneapolis, MN

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	35,350	44,521	44,945	51,771	24	43,653	19
42 Auditing Manager	50,600	53,624	50,600	50,600	19	60,177	6
43 Branch Manager	42,000	42,835	42,000	42,000	14	47,411	3
44 Building Services/Facilities Manager	35,100	40,905	41,231	48,810	6	40,905	6
45 Compensation and Benefits Manager	36,420	49,988	48,600	67,725	6	49,988	6
46 Computer Operations Manager	48,149	54,375	52,395	60,890	6	54,375	6
47 Controller	42,000	64,061	54,500	88,200	14	64,061	14
48 Credit & Collection Manager	32,230	43,161	37,911	51,203	8	43,161	8
49 Customer Service Manager	37,085	40,991	37,183	46,200	10	41,248	9
50 Data Processing Manager	61,500	71,347	65,352	91,500	7	71,347	7
51 Employment Manager	51,120	56,185	56,450	61,250	4	56,185	4
52 Human Resources (Personnel) Manager	43,020	49,522	46,756	60,000	26	51,399	20
53 Marketing Manager	37,251	53,970	45,096	70,200	17	56,162	12
54 Office/Administrative Services Manager	33,700	49,719	43,625	63,140	10	49,719	10
55 Payroll Manager	37,730	38,918	37,730	40,000	7	39,393	5
56 Purchasing Manager	44,100	46,482	47,450	48,454	10	45,108	8
57 Records Manager		42,292	42,292		2	42,292	2
58 Sales Manager	42,000	49,296	52,234	56,770	10	47,994	8
59 Accounts Payable Manager	33,338	45,809	42,758	58,280	4	45,809	4
60 Computer Operations Supervisor	29,743	34,429	29,743	38,625	12	37,776	7
61 Data Entry Supervisor	21,985	23,441	22,040	24,898	4	23,927	3
62 Mailroom Supervisor	23,640	25,679	25,398	27,801	8	25,679	8

TABLE : A-61

METROPOLITAN AREAS

Greater Omaha, NE

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	38,500	42,387	40,392	46,238	19	42,576	12
42 Auditing Manager		37,034	37,034		2	37,034	2
43 Branch Manager	27,685	27,986	28,276	28,276	51	27,981	2
44 Building Services/Facilities Manager	23,120	27,773	26,499	33,699	3	27,773	3
45 Compensation and Benefits Manager	35,721	45,383	47,268	55,046	4	45,383	4
46 Computer Operations Manager	35,416	37,742	35,416	41,600	13	38,775	9
47 Controller	54,000	60,215	59,138	68,245	12	58,182	9
48 Credit & Collection Manager	24,625	31,122	32,680	36,251	6	31,122	6
49 Customer Service Manager	25,000	32,433	35,849	37,584	14	31,008	8
50 Data Processing Manager	28,056	53,485	57,400	75,000	3	53,485	3
51 Employment Manager	25,029	31,225	32,794	35,503	8	31,996	6
52 Human Resources (Personnel) Manager	40,000	46,348	40,445	42,890	11	47,660	9
53 Marketing Manager	23,500	42,026	39,512	59,455	9	47,319	7
54 Office/Administrative Services Manager	21,609	26,582	21,609	30,305	7	33,213	3
55 Payroll Manager	25,279	37,558	34,619	49,837	4	37,558	4
56 Purchasing Manager	28,850	40,948	43,493	50,500	3	40,948	3
57 Records Manager					1		1
58 Sales Manager	27,600	32,911	27,600	38,873	52	36,957	6
59 Accounts Payable Manager	22,319	31,622	32,667	40,926	4	31,622	4
60 Computer Operations Supervisor	21,268	33,016	35,880	41,900	3	33,016	3
61 Data Entry Supervisor	27,400	26,334	27,400	27,400	7	24,912	3
62 Mailroom Supervisor	20,303	22,970	24,003	24,605	4	22,970	4

TABLE : A-62

METROPOLITAN AREAS

Orlando, FL

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	40,000	42,035	43,053	43,053	4	41,527	3
43 Branch Manager					1		1
47 Controller	19,440	38,377	40,000	55,692	5	38,377	5
49 Customer Service Manager	42,964	46,321	48,000	48,000	3	45,482	2
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager	41,000	259,204	259,204	477,407	3	259,204	3
53 Marketing Manager	65,000	72,333	76,000	76,000	4	70,500	3
54 Office/Administrative Services Manager		33,714	33,714		2	33,714	2
58 Sales Manager		43,000	43,000		2	43,000	2
59 Accounts Payable Manager					1		1
60 Computer Operations Supervisor		33,946	33,946		2	33,946	2
62 Mailroom Supervisor		30,608	30,608		2	30,608	2

TABLE : A-63

METROPOLITAN AREAS

Philadelphia, PA Metropolitan Area

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	41,430	44,663	42,900	50,053	9	44,915	8
42 Auditing Manager	47,012	47,190	47,012	47,012	5	47,456	2
43 Branch Manager	72,846	72,846	72,846	72,846	10		1
44 Building Services/Facilities Manager	43,300	49,836	49,100	49,100	12	50,021	10
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager	42,100	49,293	50,596	57,800	9	49,293	9
47 Controller	55,000	69,054	62,001	85,800	18	69,598	17
48 Credit & Collection Manager	32,489	38,514	39,910	43,269	5	38,514	5
49 Customer Service Manager	32,000	38,625	32,323	41,002	15	42,378	10
50 Data Processing Manager	48,500	60,645	54,950	72,192	7	60,645	7
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager	50,000	52,534	51,500	53,000	14	53,092	12
53 Marketing Manager	50,000	60,086	54,500	62,335	10	59,804	9
54 Office/Administrative Services Manager	34,164	34,164	34,164	34,164	3	34,164	3
55 Payroll Manager	34,380	45,287	48,428	54,382	6	43,468	5
56 Purchasing Manager	45,874	52,975	53,288	58,306	8	52,975	8
57 Records Manager					1		1
58 Sales Manager	65,000	66,440	65,000	70,460	15	68,768	6
59 Accounts Payable Manager	23,254	32,113	32,100	35,048	6	33,885	5
60 Computer Operations Supervisor	32,268	36,454	33,000	43,950	8	37,606	6
61 Data Entry Supervisor	20,943	29,429	33,110	33,110	18	29,713	5
62 Mailroom Supervisor	23,920	25,848	27,300	28,548	10	25,848	10

TABLE : A-64

METROPOLITAN AREAS

Pittsburgh, PA

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	32,000	37,390	36,540	39,456	5	37,390	5
42 Auditing Manager		42,782	42,782		2	42,782	2
43 Branch Manager	40,620	42,678	40,620	40,620	9	49,879	2
44 Building Services/Facilities Manager	45,048	49,816	51,000	53,400	3	49,816	3
45 Compensation and Benefits Manager		41,052	41,052		2	41,052	2
46 Computer Operations Manager	36,396	43,932	42,288	53,112	3	43,932	3
47 Controller	51,024	52,481	53,000	54,400	5	52,481	5
49 Customer Service Manager	27,092	34,297	32,000	43,800	3	34,297	3
50 Data Processing Manager	25,800	38,200	25,800	63,000	3	44,400	2
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager					1		1
53 Marketing Manager	59,292	62,009	66,200	66,200	10	58,064	3
54 Office/Administrative Services Manager	31,681	42,025	35,512	52,368	5	42,025	5
56 Purchasing Manager		51,204	51,204		2	51,204	2
58 Sales Manager	32,500	33,299	32,500	34,896	3	33,698	2
59 Accounts Payable Manager					1		1
60 Computer Operations Supervisor	34,332	41,577	43,900	46,500	3	41,577	3

TABLE : A-65

METROPOLITAN AREAS

Portland, ME

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	40,365	42,267	45,301	45,301	5	41,508	4
42 Auditing Manager	33,500	39,909	44,159	46,318	4	37,773	3
43 Branch Manager	27,400	28,959	27,400	27,400	26	47,673	2
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager		60,321	60,321		2	60,321	2
47 Controller	38,000	54,340	59,900	65,119	3	54,340	3
49 Customer Service Manager	25,000	36,135	41,703	41,703	3	33,352	2
50 Data Processing Manager		44,532	44,532		2	44,532	2
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager		48,330	48,330		2	48,330	2
53 Marketing Manager		46,000	46,000		2	46,000	2
54 Office/Administrative Services Manager		37,588	37,588		2	37,588	2
59 Accounts Payable Manager					1		1
60 Computer Operations Supervisor	32,410	34,915	37,420	37,420	4	32,410	2
61 Data Entry Supervisor					1		1

TABLE : A-66

METROPOLITAN AREAS

Portland, OR

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	31,200	41,448	45,737	48,880	7	41,448	7
42 Auditing Manager					1		1
43 Branch Manager	25,630	25,630	25,630	25,630	6	42,815	2
44 Building Services/Facilities Manager	40,707	43,528	42,357	46,350	4	43,528	4
46 Computer Operations Manager		57,854	57,854		2	57,854	2
47 Controller	43,300	52,502	53,076	61,282	6	52,502	6
48 Credit & Collection Manager					1		1
50 Data Processing Manager	55,702	58,391	57,982	61,490	3	58,391	3
51 Employment Manager		35,941	35,941		2	35,941	2
52 Human Resources (Personnel) Manager	46,155	52,147	54,807	61,110	6	52,147	6
53 Marketing Manager	30,000	60,419	61,256	90,000	3	51,564	4
54 Office/Administrative Services Manager	24,000	28,735	26,112	36,094	4	31,552	5
55 Payroll Manager					1		1
56 Purchasing Manager					1		1
58 Sales Manager		54,000	54,000		2	54,000	2
59 Accounts Payable Manager		35,455	35,455		2	35,455	2
60 Computer Operations Supervisor	31,538	32,947	32,947	34,356	3	31,965	4
62 Mailroom Supervisor		21,514	21,514		2	21,514	2

TABLE : A-67

METROPOLITAN AREAS

Providence, RI

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	34,000	43,397	43,100	53,092	3	43,397	3
42 Auditing Manager					1		1
43 Branch Manager					1		1
44 Building Services/Facilities Manager					1		1
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager		50,816	50,816		2	50,816	2
47 Controller	55,800	66,125	67,000	75,575	3	66,125	3
48 Credit & Collection Manager		28,420	28,420		2	28,420	2
49 Customer Service Manager					1		1
50 Data Processing Manager					1		1
52 Human Resources (Personnel) Manager	38,000	51,000	50,000	65,000	3	51,000	3
54 Office/Administrative Services Manager		40,031	40,031		2	40,031	2
56 Purchasing Manager					1		1
58 Sales Manager					1		1
60 Computer Operations Supervisor		31,808	31,808		2		1
61 Data Entry Supervisor					1		1
62 Mailroom Supervisor					1		1

TABLE : A-68

METROPOLITAN AREAS

Quad Cities IL & IA

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	44,100	55,134	56,946	66,168	4	49,307	5
43 Branch Manager		34,500	34,500		2	34,500	2
44 Building Services/Facilities Manager		44,376	44,376		2	44,376	2
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager					1		1
47 Controller	40,000	59,500	67,500	71,000	3	59,500	3
48 Credit & Collection Manager		42,972	42,972		2		1
49 Customer Service Manager	24,600	32,200	36,000	36,000	3	30,300	2
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager	22,412	35,756	37,100	48,100	4	33,805	5
53 Marketing Manager	49,500	55,444	57,540	59,292	3	55,444	3
55 Payroll Manager					1		1
56 Purchasing Manager					1		1
57 Records Manager	19,012	32,645	39,048	39,876	3	32,645	3
58 Sales Manager					1		1
59 Accounts Payable Manager		30,600	30,600		2		1
60 Computer Operations Supervisor	28,200	35,420	35,820	42,240	3	35,420	3
61 Data Entry Supervisor		34,842	34,842		2	34,842	2
62 Mailroom Supervisor	22,360	26,885	25,980	32,316	3	26,885	3

TABLE : A-69

METROPOLITAN AREAS

Reading, PA

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	36,100	43,639	40,555	53,500	10	44,897	8
42 Auditing Manager	34,800	49,120	54,520	63,440	4	44,347	3
43 Branch Manager	25,300	44,475	37,650	65,600	16	46,967	3
44 Building Services/Facilities Manager	48,300	54,767	56,000	60,000	3	54,767	3
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager	45,470	47,470	50,600	59,280	5	47,470	5
47 Controller	54,148	68,161	58,500	65,800	8	68,161	8
48 Credit & Collection Manager	27,124	34,937	33,024	42,750	4	34,937	4
49 Customer Service Manager	37,275	44,624	42,796	53,800	3	44,624	3
50 Data Processing Manager	45,146	54,016	54,642	62,275	8	54,016	8
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager	50,000	56,379	57,382	64,135	8	56,379	8
53 Marketing Manager	48,650	52,192	56,200	56,200	6	50,188	4
54 Office/Administrative Services Manager	31,900	41,211	40,732	51,400	6	41,211	6
55 Payroll Manager	27,000	32,676	28,064	40,300	6	32,676	6
56 Purchasing Manager	48,600	51,250	54,380	57,500	5	51,250	5
58 Sales Manager	80,000	74,590	82,000	82,000	10	63,475	4
59 Accounts Payable Manager	23,300	28,850	28,100	35,150	3	28,850	3
60 Computer Operations Supervisor	31,250	35,990	31,250	45,470	3	38,360	2
61 Data Entry Supervisor		23,850	23,850		2		1
62 Mailroom Supervisor		21,230	21,230		2	21,230	2

TABLE : A-70

METROPOLITAN AREAS

Research Triangle, NC

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	48,285	57,707	51,091	56,160	5	57,707	5
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager	37,384	51,363	50,276	65,343	4	51,363	4
47 Controller					1		1
48 Credit & Collection Manager					1		1
49 Customer Service Manager	39,077	48,046	39,077	61,500	5	50,289	2
50 Data Processing Manager	50,193	53,737	50,193	50,193	7	62,597	2
51 Employment Manager		56,050	56,050		2		1
52 Human Resources (Personnel) Manager	49,109	49,407	49,192	49,192	9	49,612	5
54 Office/Administrative Services Manager	28,600	44,400	40,800	63,800	3	44,400	3
55 Payroll Manager	22,600	31,738	23,304	49,310	3	31,738	3
56 Purchasing Manager	36,540	42,978	40,800	51,595	3	42,978	3
57 Records Manager					1		1
58 Sales Manager	27,658	42,508	42,815	57,358	6	42,405	4
59 Accounts Payable Manager		35,293	34,670		2	35,708	3
60 Computer Operations Supervisor	33,098	34,946	36,795	36,795	4	33,098	2
61 Data Entry Supervisor	26,763	28,305	27,683	29,848	12	28,513	3
62 Mailroom Supervisor	19,308	30,582	36,144	36,295	3	30,582	3

TABLE : A-71

METROPOLITAN AREAS

Richmond, VA

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	34,800	43,553	46,600	49,260	3	43,553	3
42 Auditing Manager					1		1
43 Branch Manager		60,320	60,320		2		1
44 Building Services/Facilities Manager		36,738	36,738		2	36,738	2
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager		34,819	34,819		2	34,819	2
47 Controller	54,190	65,077	58,300	82,740	3	65,077	3
48 Credit & Collection Manager					1		1
49 Customer Service Manager					1		1
50 Data Processing Manager		62,490	62,490		2	62,490	2
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager	36,980	47,441	47,582	57,902	4	47,441	4
53 Marketing Manager	42,665	43,998	45,330	45,330	4	42,665	2
54 Office/Administrative Services Manager	32,325	35,259	35,019	38,194	4	35,259	4
55 Payroll Manager		32,400	32,400		2	32,400	2
56 Purchasing Manager	31,560	42,288	40,356	53,016	4	42,288	4
57 Records Manager		25,183	25,183		2	25,183	2
60 Computer Operations Supervisor	34,858	35,654	34,858	34,858	7	36,715	3
61 Data Entry Supervisor		24,035	24,035		2	24,035	2
62 Mailroom Supervisor	19,500	23,753	24,420	27,340	3	23,753	3

TABLE : A-72

METROPOLITAN AREAS

San Francisco, CA

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	43,000	50,406	48,000	57,180	11	48,908	8
42 Auditing Manager					1		1
43 Branch Manager					1		1
44 Building Services/Facilities Manager		55,127	55,127		2	55,127	2
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager	56,800	69,805	69,500	82,810	4	69,805	4
47 Controller	52,000	65,550	58,000	82,000	6	68,260	5
48 Credit & Collection Manager		66,800	66,800		2	66,800	2
49 Customer Service Manager	40,000	48,455	41,496	51,500	5	48,455	5
50 Data Processing Manager	40,000	50,933	45,000	67,800	3	50,933	3
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager	50,856	60,551	55,000	64,000	7	60,551	7
53 Marketing Manager		48,490	48,490		2		1
54 Office/Administrative Services Manager	35,412	43,116	44,000	51,418	9	43,116	9
55 Payroll Manager	33,000	40,349	36,300	47,280	7	40,349	7
56 Purchasing Manager		46,486	46,486		2	46,486	2
57 Records Manager					1		1
58 Sales Manager	35,000	43,235	40,000	40,000	11	46,764	3
59 Accounts Payable Manager		45,760	45,760		2		1
60 Computer Operations Supervisor	36,240	44,268	44,268	52,296	6	44,268	2
61 Data Entry Supervisor	30,662	31,179	30,662	30,662	8	32,731	2
62 Mailroom Supervisor	28,272	33,141	30,044	31,760	8	34,898	7

TABLE : A-73

METROPOLITAN AREAS

Seattle, WA

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	34,000	41,320	42,780	44,952	7	41,320	7
42 Auditing Manager		44,117	44,117		2	44,117	2
43 Branch Manager	35,000	35,500	35,000	36,769	46	35,885	2
44 Building Services/Facilities Manager	34,212	47,524	34,212	67,794	19	44,500	5
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager	24,000	41,927	43,332	58,448	3	41,927	3
47 Controller	39,500	48,131	48,162	56,762	4	48,131	4
48 Credit & Collection Manager	40,000	45,091	44,000	51,272	3	45,091	3
50 Data Processing Manager		46,772	46,772		2	46,772	2
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager	52,000	57,739	56,500	58,032	6	57,739	6
53 Marketing Manager	57,600	58,700	58,000	60,500	3	58,700	3
54 Office/Administrative Services Manager	38,621	38,196	38,621	38,621	11	37,451	4
55 Payroll Manager	25,000	41,898	50,293	50,400	3	41,898	3
56 Purchasing Manager	31,678	40,305	31,678	55,120	6	48,933	3
57 Records Manager					1		1
58 Sales Manager	32,500	47,558	52,892	58,533	12	42,696	4
59 Accounts Payable Manager		31,300	31,300		2	31,300	2
60 Computer Operations Supervisor		53,220	42,900		2	53,146	3
61 Data Entry Supervisor	21,000	26,269	26,808	31,000	3	26,269	3
62 Mailroom Supervisor					1		1

TABLE : A-74

METROPOLITAN AREAS

South Carolina

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager		56,000	56,000		2	56,000	2
42 Auditing Manager	54,417	55,098	54,417	54,417	6	56,459	2
43 Branch Manager	30,464	30,464	30,464	30,464	5		1
44 Building Services/Facilities Manager		67,482	67,482		2	67,482	2
46 Computer Operations Manager		60,381	60,381		2	60,381	2
47 Controller		93,500	93,500		2	65,000	4
48 Credit & Collection Manager					1		1
49 Customer Service Manager		52,079	52,079		2		1
50 Data Processing Manager		96,529	96,529		2	75,619	3
51 Employment Manager		61,950	61,950		2	61,950	2
52 Human Resources (Personnel) Manager		84,044	84,044		2	64,529	3
53 Marketing Manager	47,966	99,989	126,000	126,000	3	79,655	3
54 Office/Administrative Services Manager		63,138	63,138		2	63,138	2
55 Payroll Manager		36,684	36,684		2	33,556	3
56 Purchasing Manager					1		1
57 Records Manager					1		1
58 Sales Manager					1		1
59 Accounts Payable Manager		27,266	27,266		2	27,266	2
60 Computer Operations Supervisor	34,314	41,818	44,819	44,819	7	39,567	2
61 Data Entry Supervisor	26,268	29,056	30,450	30,450	3	28,359	2
62 Mailroom Supervisor	18,588	18,593	18,588	18,600	5	18,594	2

TABLE : A-75

METROPOLITAN AREAS

St. Louis, MO

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	41,475	48,504	49,761	54,818	34	48,987	24
42 Auditing Manager	52,248	55,542	57,016	58,640	8	55,542	8
43 Branch Manager	34,954	57,375	67,700	67,700	32	50,589	4
44 Building Services/Facilities Manager	32,000	40,757	36,523	52,015	15	40,757	15
45 Compensation and Benefits Manager	36,309	47,622	51,709	56,737	8	49,638	7
46 Computer Operations Manager	50,256	50,066	53,369	53,369	39	46,396	19
47 Controller	55,330	63,333	65,000	66,500	17	63,333	17
48 Credit & Collection Manager	35,277	43,010	38,766	47,508	15	48,227	8
49 Customer Service Manager	40,144	49,622	57,297	57,297	25	42,461	13
50 Data Processing Manager	48,027	52,699	48,027	58,184	42	55,611	18
51 Employment Manager	38,766	41,558	43,200	47,880	9	41,558	9
52 Human Resources (Personnel) Manager	43,873	53,145	53,076	60,000	23	53,619	19
53 Marketing Manager	45,348	51,800	54,145	56,168	58	55,411	16
54 Office/Administrative Services Manager	27,976	35,700	27,976	38,766	21	41,935	12
55 Payroll Manager	32,916	41,458	41,040	49,344	14	41,458	14
56 Purchasing Manager	36,111	46,993	44,538	56,346	22	43,485	16
57 Records Manager		33,033	33,033		2	33,033	2
58 Sales Manager	51,240	51,845	51,240	51,240	143	59,055	10
59 Accounts Payable Manager	32,000	38,741	35,400	51,425	21	34,084	12
60 Computer Operations Supervisor	41,484	40,315	41,484	41,484	63	40,056	10
61 Data Entry Supervisor	24,570	28,279	28,798	30,107	12	26,893	7
62 Mailroom Supervisor	21,710	26,815	21,710	31,698	17	28,691	11

TABLE : A-76

METROPOLITAN AREAS

Syracuse, NY

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	45,550	49,910	54,142	54,979	16	43,510	6
42 Auditing Manager		51,779	51,779		2		1
43 Branch Manager		52,200	52,200		2		1
44 Building Services/Facilities Manager	37,111	47,181	41,750	57,250	4	47,181	4
45 Compensation and Benefits Manager	33,400	44,925	38,150	56,450	4	48,767	3
46 Computer Operations Manager	48,500	51,339	48,500	58,252	12	53,366	7
47 Controller	54,583	60,170	54,583	63,400	13	63,662	8
48 Credit & Collection Manager	27,000	32,766	30,400	40,898	3	32,766	4
49 Customer Service Manager	27,480	39,727	45,600	46,100	3	39,727	3
50 Data Processing Manager	43,800	49,683	47,250	58,000	3	49,683	3
51 Employment Manager	33,200	44,600	46,500	54,100	3	44,600	3
52 Human Resources (Personnel) Manager	52,199	54,230	52,199	62,700	18	49,632	8
53 Marketing Manager	57,482	67,282	80,000	80,000	13	57,715	5
54 Office/Administrative Services Manager	38,600	47,371	50,855	54,509	7	45,943	6
55 Payroll Manager	27,825	39,187	37,945	41,400	6	39,187	6
56 Purchasing Manager	50,900	54,721	52,210	63,736	8	54,078	5
57 Records Manager		34,721	34,721		2	34,721	2
58 Sales Manager	59,897	59,737	59,897	61,199	28	54,872	4
59 Accounts Payable Manager	30,238	31,671	30,238	30,238	5	32,626	3
60 Computer Operations Supervisor	32,496	38,611	39,500	39,500	11	37,545	5
61 Data Entry Supervisor	20,566	24,633	25,110	28,700	4	24,633	4
62 Mailroom Supervisor	22,000	26,567	22,400	31,564	6	26,567	6

TABLE : A-77

METROPOLITAN AREAS

Trenton, NJ

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	51,900	53,733	51,900	57,400	3	54,650	2
42 Auditing Manager		54,300	54,300		2	54,300	2
44 Building Services/Facilities Manager					1		1
46 Computer Operations Manager		45,578	45,578		2	45,578	2
47 Controller	60,000	69,825	67,483	67,483	6	70,996	4
48 Credit & Collection Manager	36,244	37,306	36,244	36,244	9	41,022	2
49 Customer Service Manager	36,590	36,590	36,590	36,590	5		1
50 Data Processing Manager					1		1
51 Employment Manager		64,500	64,500		2	64,500	2
52 Human Resources (Personnel) Manager	54,886	60,325	63,045	63,045	3	58,966	2
53 Marketing Manager	55,450	70,318	62,725	85,185	4	75,273	3
54 Office/Administrative Services Manager	36,663	39,829	36,663	36,663	20	52,491	4
55 Payroll Manager		38,875	38,875		2		1
56 Purchasing Manager	36,750	50,017	56,650	56,650	3	46,700	2
58 Sales Manager	32,716	32,716	32,716	32,716	24		1

TABLE : A-78

METROPOLITAN AREAS

Tulsa, OK

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	30,740	42,985	51,120	51,120	5	40,952	4
42 Auditing Manager	44,000	53,221	54,000	61,662	3	53,221	3
43 Branch Manager		46,600	46,600		2		1
44 Building Services/Facilities Manager					1		1
47 Controller	60,639	63,305	60,639	61,048	5	65,082	3
48 Credit & Collection Manager					1		1
49 Customer Service Manager					1		1
51 Employment Manager		54,965	54,965		2	54,965	2
52 Human Resources (Personnel) Manager	31,808	43,984	33,423	56,160	4	43,984	4
53 Marketing Manager	65,110	66,313	65,110	65,110	8	68,318	3
54 Office/Administrative Services Manager		45,400	45,400		2	45,400	2
55 Payroll Manager	26,225	30,717	30,450	35,209	4	30,806	3
56 Purchasing Manager	39,754	46,835	40,967	53,916	4	49,195	3
59 Accounts Payable Manager		36,000	36,000		2		1
60 Computer Operations Supervisor		50,321	50,321		2	50,321	2
61 Data Entry Supervisor		34,477	34,477		2		1
62 Mailroom Supervisor					1		1

TABLE : A-79

METROPOLITAN AREAS

Washington, DC

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	35,500	42,913	41,450	50,325	4	42,913	4
42 Auditing Manager					1		1
44 Building Services/Facilities Manager					1		1
45 Compensation and Benefits Manager		36,575	36,575		2		1
46 Computer Operations Manager		44,750	44,750		2	44,750	2
48 Credit & Collection Manager					1		1
52 Human Resources (Personnel) Manager					1		1
53 Marketing Manager	55,000	55,000	55,000	55,000	3		1
54 Office/Administrative Services Manager					1		1
56 Purchasing Manager		60,200	60,200		2		1

TABLE : A-80

METROPOLITAN AREAS

Westchester, NY

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	45,832	52,467	53,850	57,670	18	52,190	15
42 Auditing Manager	46,900	53,920	46,900	59,380	8	58,132	6
43 Branch Manager	41,150	41,041	41,150	41,150	23	40,524	2
44 Building Services/Facilities Manager	36,500	44,632	40,000	52,500	12	44,632	12
45 Compensation and Benefits Manager	36,000	49,112	41,300	50,073	6	51,735	5
46 Computer Operations Manager	61,180	64,955	64,750	81,000	10	64,955	10
47 Controller	64,810	75,378	75,330	84,000	15	74,436	13
48 Credit & Collection Manager	40,000	45,834	44,505	51,500	9	45,834	9
49 Customer Service Manager	40,830	44,866	44,105	51,375	10	44,052	9
50 Data Processing Manager	61,000	69,421	66,000	95,800	8	69,421	8
51 Employment Manager	33,000	40,137	40,400	43,000	9	40,061	7
52 Human Resources (Personnel) Manager	43,000	54,202	49,791	56,000	13	54,202	13
53 Marketing Manager	60,819	80,537	69,015	120,000	9	69,262	7
54 Office/Administrative Services Manager	42,800	43,486	45,651	45,651	18	41,755	10
55 Payroll Manager	32,700	40,919	39,725	51,950	8	40,919	8
56 Purchasing Manager	41,500	48,241	48,200	52,050	6	48,241	6
57 Records Manager	31,904	33,068	36,375	36,375	5	32,242	4
58 Sales Manager	54,188	92,594	67,688	131,000	4	92,594	4
59 Accounts Payable Manager	27,500	30,907	30,250	33,700	7	30,907	7
60 Computer Operations Supervisor	37,482	43,441	37,950	52,500	9	44,128	8
61 Data Entry Supervisor	21,700	24,291	21,700	29,473	3	25,587	3
62 Mailroom Supervisor	24,500	28,215	28,000	31,200	9	28,215	9

TABLE : A-81

METROPOLITAN AREAS
Wichita, KS

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	28,500	36,735	32,500	49,205	3	36,735	3
42 Auditing Manager					1		1
44 Building Services/Facilities Manager	30,300	38,600	42,000	43,500	3	38,600	3
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager		57,518	57,518		2	57,518	2
47 Controller	50,034	63,011	64,000	75,000	3	63,011	3
50 Data Processing Manager		66,298	66,298		2	66,298	2
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager	30,750	44,917	38,000	66,000	3	44,917	3
53 Marketing Manager		50,668	50,668		2	50,668	2
54 Office/Administrative Services Manager		51,000	51,000		2	51,000	2
57 Records Manager					1		1
58 Sales Manager					1		1
60 Computer Operations Supervisor					1		1
62 Mailroom Supervisor	23,000	25,025	23,280	28,795	3	25,025	3

TABLE : A-82

METROPOLITAN AREAS

Winston-Salem, NC

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	38,000	45,186	45,268	45,268	7	45,153	5
42 Auditing Manager	38,850	47,837	46,000	58,661	3	47,837	4
43 Branch Manager		32,630	32,630		2	32,630	2
44 Building Services/Facilities Manager	42,658	53,434	48,966	64,211	4	53,434	4
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager	40,830	46,390	48,548	49,792	3	46,390	3
47 Controller	48,600	67,552	59,259	91,400	5	67,552	5
48 Credit & Collection Manager	39,328	43,646	46,454	47,964	4	43,646	4
49 Customer Service Manager		37,543	37,543		2	37,543	2
50 Data Processing Manager					1		1
51 Employment Manager		34,597	34,597		2	34,597	2
52 Human Resources (Personnel) Manager	25,280	50,032	53,705	66,000	6	50,032	6
53 Marketing Manager	25,945	62,848	46,695	99,750	4	62,848	4
54 Office/Administrative Services Manager	44,584	44,584	44,584	44,584	4		1
55 Payroll Manager	26,700	34,093	36,000	39,580	3	34,093	3
56 Purchasing Manager	39,366	45,355	45,093	51,344	4	45,355	4
58 Sales Manager					1		1
59 Accounts Payable Manager					1		1
61 Data Entry Supervisor					1		1
62 Mailroom Supervisor		28,654	28,654		2	28,654	2

TABLE : A-83

METROPOLITAN AREAS
Metropolitan Toronto-Grand
Valley-South/Central Ontario (Canadian Dollars)

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1992	ANNUAL SALARY AS OF FEBRUARY 1, 1992					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	39,519	42,711	40,300	43,875	18	42,926	16
42 Auditing Manager	57,200	57,520	57,200	57,200	5	58,000	2
43 Branch Manager	22,000	31,571	30,000	30,000	21	34,500	4
44 Building Services/Facilities Manager	33,800	48,831	51,000	58,708	7	48,831	7
45 Compensation and Benefits Manager		53,014	53,014		2	53,014	2
46 Computer Operations Manager	40,476	50,902	49,218	62,500	6	50,902	6
47 Controller	49,015	57,780	58,900	65,500	21	56,571	22
48 Credit & Collection Manager	30,000	41,526	41,950	49,200	7	40,247	6
49 Customer Service Manager	42,000	52,152	51,390	62,468	9	48,722	11
50 Data Processing Manager		53,250	53,250		2	53,250	2
51 Employment Manager		41,600	41,600		2	41,600	2
52 Human Resources (Personnel) Manager	43,940	52,150	52,000	55,016	10	52,150	11
53 Marketing Manager	51,197	52,517	52,500	57,872	16	50,254	8
54 Office/Administrative Services Manager	39,683	43,715	42,456	47,800	8	43,715	8
55 Payroll Manager	30,000	36,477	35,000	40,196	5	36,477	5
56 Purchasing Manager	40,820	48,760	51,000	54,132	9	48,760	9
58 Sales Manager	46,495	72,041	70,000	85,000	19	65,272	11
59 Accounts Payable Manager	24,804	34,196	34,485	43,300	3	34,196	3
60 Computer Operations Supervisor	35,000	39,213	37,030	46,358	6	39,213	6
61 Data Entry Supervisor	33,998	34,497	34,996	34,996	6	33,998	4
62 Mailroom Supervisor		27,538	27,538		2	27,538	2

APPENDIX B

WEST

Pacific

Alaska



Mountain

West North Central

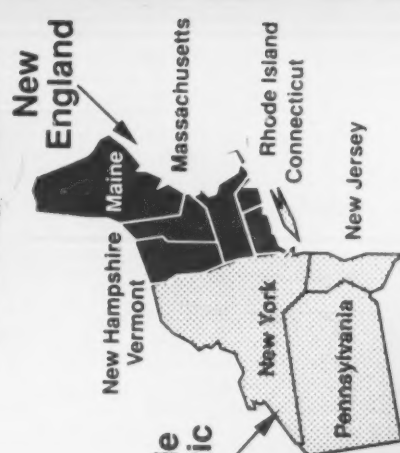
NORTH CENTRAL



East North Central

Middle Atlantic

NORTHEAST



New England

Delaware
Maryland

South Atlantic

East South Central

SOUTH

West South Central



APPENDIX C

**AMS 1992 Management Salary Survey
Position Descriptions**

- 41.) **ACCOUNTING MANAGER** - Responsible for the general accounting records and operation of the accounting systems, including gathering and reporting of correct financial information to management. Establishes internal control of procedures and is responsible for developing, adapting or revising the accounting systems. Projects accounting data to show effects of proposed plans on capital investment, income cash position and overall financial condition. Assures adherence to standard accounting procedures.
- 42.) **AUDITING MANAGER** - Responsible for audits of financial records and practices to appraise and verify the accounting accuracy of records, financial statements and reports. Determines that accepted accounting principles and policies are followed and evaluates the improvements of records, procedures and internal controls. Prepares audit reports and trains auditors at entering professional levels.
- 43.) **BRANCH MANAGER** - Directs the operation of a branch office providing customer service, soliciting new business, making collections and disbursements, maintaining records and preparing reports for main office. Interprets and implements policies and procedures related to office organization, general administration, personnel administration and technical operation.
- 44.) **BUILDING SERVICES/FACILITIES MANAGER** - Responsible for the maintenance and repair of buildings, grounds, equipment and all related electrical and mechanical systems. Determines the most efficient and cost-effective equipment or systems to purchase and develops preventive maintenance schedules to ensure their continued efficient operation.
- 45.) **COMPENSATION AND BENEFITS MANAGER** - Responsible for compensation and benefits plans for all employees. Designs implements, and administers compensation programs including job evaluation, salary administration, incentives, differentials, perquisites and supplementary pay programs. Administers all retirement, estate-building and protective (group medical, surgical hospital, disability and life) plans. Responsible for integrating benefits to avoid gaps and duplications, as well as maximizing the value of coverage to both employee and company.
- 46.) **COMPUTER OPERATIONS MANAGER** - Responsible for ensuring the security and efficient and continuous functioning of the computer operations center mainframe and peripheral equipment. Interfaces with users to coordinate activities and resolve problems. Reviews and evaluates the performance of equipment and staff; recommends improvements as necessary. Maintains a state-of-the-art knowledge of hardware and peripheral equipment. Interfaces with vendors with regard to computer operating equipment.
- 47.) **CONTROLLER** - Reports to chief operating officer. Directs preparation of reports, audits and statements. Analyzes financial status of the organization. Directs preparation of reports, audits and statements. Analyzes financial status of the organization. Directs preparation of operating budgets and controls.

48.) **CREDIT & COLLECTION MANAGER** - Responsible for credit and collection activities. Establishes procedures for investigating, granting and controlling credit and collecting accounts due. Determines credit limits. Supervises mailing of collection letters and attempts to collect delinquent accounts. Investigates new customers' credit ratings and arranges terms of payment. Prepares reports showing status and amounts of credit and collections, and delinquent accounts.

49.) **CUSTOMER SERVICE MANAGER** - Responsible for the customer service department. Establishes policy and guidelines for responding to service requests and customer complaints. Trains staff to respond positively to customers with varying degree of objections and criticisms. Provides procedures for making decisions on service charges and writing off charges within the company's allowable limits. Reports of types and numbers of complaints and keeps operating managers informed of product service trends.

50.) **DATA PROCESSING MANAGER** - Responsible for planning, directing and controlling all data processing-related activities in an organization, including systems analysis, applications programming, computer operations and data entry activities and staffs.

51.) **EMPLOYMENT MANAGER** - Supervises the recruiting, interviewing, selection and placement of applicants for employment. Establishes employment practices within framework of company policy. Designs employment methods to attain recruiting objectives; places advertisements; develops recruiting schedules; assigns interviewing and selection functions to staff. Maintains records for unemployment compensation and periodic employment statistics.

52.) **HUMAN RESOURCES (PERSONNEL) MANAGER** - Responsible for developing, implementing and managing personnel/human resources-related programs and activities, including employment and placement activities; orientation; training and development programs; compensation plans, including wage and salary administration, and benefits programs; labor relations; compliance with governmental regulations covering employees. May also be responsible for health and medical services, safety and employee recreation programs.

53.) **MARKETING MANAGER** - Responsible for the development of overall marketing programs for company products. Devises strategies for gaining or improving market share; coordinating marketing strategies with sales, marketing and advertising personnel; product promotion; market research and reports.

54.) **OFFICE/ADMINISTRATIVE SERVICES MANAGER** - Responsible for administrative services, including word processing, telephone, reception, printing and/or duplicating, filing, securing office equipment and supplies. Coordinates services with operating departments. Trains personnel to perform tasks.

55.) **PAYROLL MANAGER** - Supervises payroll functions, including the computation of deductions; preparation and verification of payrolls; maintenance of payroll records and reports; preparation of reports for federal, state and local government agencies; and processing of

payments to employees. Determines that proper controls are followed to ensure that wages, salaries and deductions are being paid in accordance with established policy and labor agreements.

56.) **PURCHASING MANAGER** - Responsible for the procurement of materials and supplies. Selects reliable sources; approves purchase orders; controls prices and quality; supervises purchasing personnel; maintains contact with suppliers. Locates and investigates potential supply sources; supervises the negotiation of purchase contracts and develop schedules for delivery of products.

57.) **RECORDS MANAGER** - Responsible for the collection, storage and eventual discarding of company records. Recommends, implements and oversees record-keeping technology, such as micrographics.

58.) **SALES MANAGER** - Responsible for sales of company products through sales staff. Plans and coordinates sales programs; conducts sales promotion staff meetings for long-and short-range sales events; participates in meetings to select lines or items of merchandise to promote; and develops timing methods of promotion. Sets up schedules for sales volume. Develops sales budgets and forecasts and prepares operating reports.

59.) **ACCOUNTS PAYABLE SUPERVISOR** - Supervises the processing of accounts payable, including maintaining records of amounts owed, verifying invoices, computing discounts and preparing vouchers for payment. Also responsible for the preparation of accounts and other reports as needed.

60.) **COMPUTER OPERATIONS SUPERVISOR** - Responsible for supervising computer operations and related functions in the efficient and economical production and testing of all computer jobs. Evaluates performance and service given to users. Maintains, reviews, and adjusts operating schedules as necessary. Investigates and resolves operating problems. Serves as a liaison with vendors.

61.) **DATA ENTRY SUPERVISOR** - Responsible for supervising, scheduling and organizing the work of data entry employees. Reviews and evaluates section performance. Interfaces with users, and maintains files.

62.) **MAILROOM SUPERVISOR** - Supervises the receiving, sorting and distribution of incoming mail and the preparation of outgoing mail. Supervises delivery and mail collection employees.

APPENDIX D

Administrative Management Society



1101 Fourteenth Street, N.W., Suite 1100
Washington, D.C. 20005
(202) 371-8299 Fax: (202) 371-1090

1992 SALARY SURVEY QUESTIONNAIRE

Covering Office, Professional, Data Processing and Management Positions
For Salaries Effective February 1, 1992

AMS Chapter Name _____ Company Code: M _____ NM _____

Chapter Chairperson Name & Phone _____

IMPORTANT — PLEASE READ

1. Complete the identifying information below. We ask that you provide your name, address and phone number so that a) we may reach you to verify information, and b) be able to send you the final published report. **All the information in this survey is strictly confidential.**
2. All data will be held in the strictest confidence by Association Research, Inc. an independent survey research firm. Under no circumstances will the names of participants or the information they provide be revealed. No company data will be shared with any AMS staff or member.
3. Report salary data effective February 1 for:
 - Comparable positions in your company whose responsibilities are largely similar to those outlined in the accompanying position descriptions.
 - Employees located in your metropolitan area only.
4. Report average salaries. If more than one employee is assigned to the position, report the average salary of all employees in the position. If there is only one position, report the actual salary for that employee.
5. Return your completed questionnaire by February 22nd to: ASSOCIATION RESEARCH, INC., 4 RESEARCH PLACE, SUITE 220, ROCKVILLE, MD 20850 or Fax (301) 948-1435.

HOW TO OBTAIN YOUR COPIES OF THE COMPLETED SURVEY REPORT

As a participant in this survey, you are entitled to copies of the *1992 AMS Office, Professional and Data Processing Salaries Report* and *1992 AMS Management Salaries Report* when they are available. If you would like the complete report sent to you, please complete the information below. We thank you for your contribution to the 1992 survey series.

Please check the report(s) you are interested in receiving. As a participant, you will only be invoiced \$25, which includes the survey's shipping and handling charge.

- ☐ 1992 AMS Office, Professional and Data Processing Salaries Report (\$250 value)
☐ 1992 AMS Management Salaries Report (\$150 value)

NAME _____
COMPANY _____
ADDRESS _____
CITY _____ STATE/PROV _____ ZIP/POST _____
TELEPHONE _____

PLEASE RETURN THIS QUESTIONNAIRE TO:

ASSOCIATION RESEARCH, INC., 4 RESEARCH PLACE, SUITE 220, ROCKVILLE, MD 20850 (OR FAX) (301) 948-1435.

PROFILE INFORMATION

1) Primary type of business (Check one)

- | | |
|---|---|
| ☐ Manufacturing | ☐ Wholesale Sales & Distribution |
| ☐ Construction | ☐ Utilities |
| ☐ Banking | ☐ Transportation |
| ☐ Finance | ☐ Communications |
| ☐ Insurance | ☐ Education |
| ☐ Business Service | ☐ Government |
| ☐ Healthcare Service | ☐ Associations/Non Profit |
| ☐ Retail | ☐ Other _____ |

2) Number of company employees in your metropolitan area (Check one)

- | | |
|--|--|
| ☐ 1-50 employees | ☐ 251-500 employees |
| ☐ 51-100 employees | ☐ 501-1,000 employees |
| ☐ 101-250 employees | ☐ 1,000 + employees |

3) Your city _____ State _____

4) If AMS member, your chapter _____

5) What is your company's salary increase budget for non-exempt (hourly) employees for 1992 and 1993? Report to the nearest tenth of percent, such as 4.9%)

Approved 1992: _____ % Planned 1993: _____ %

6) What is your company's salary increase budget for exempt (salaried) employees for 1992 and 1993?

Approved 1992: _____ % Planned 1993: _____ %

7) What is your average workweek? _____ hours

1992 OFFICE, PROFESSIONAL AND DATA PROCESSING SALARY SURVEY

For 40 Positions - Salaries Effective February 1, 1992

NOTE: Round ANNUAL salaries to nearest whole dollar. Report rates for full-time, permanent employees in your metropolitan area only. Do not include overtime pay, shift differentials, bonuses or any extra compensation which is not paid regularly.

POSITION	ANNUAL STARTING RATE *	ANNUAL AVERAGE RATE **	NUMBER OF EMPLOYEES IN THIS POSITION
CLERICAL POSITION			
1. Accounting Clerk	_____	_____	_____
2. Senior Accounting Clerk	_____	_____	_____
3. Accounts Payable Clerk	_____	_____	_____
4. Accounts Receivable Clerk	_____	_____	_____
5. Benefits Clerk	_____	_____	_____
6. Clerk Typist	_____	_____	_____
7. Credit and Collection Clerk	_____	_____	_____
8. Customer Service Representative	_____	_____	_____
9. File Clerk	_____	_____	_____
10. General Clerk	_____	_____	_____
11. Mail Clerk	_____	_____	_____
12. Payroll Clerk	_____	_____	_____
13. Personnel Clerk	_____	_____	_____
14. Purchasing Clerk	_____	_____	_____
15. Shipping/Receiving Clerk	_____	_____	_____
16. Switchboard Operator/Receptionist	_____	_____	_____

* Report starting rate for position as of February 1, 1992. If not available, write N.A.

** If more than one employee, report average for all employees in the position; if only one employee, report actual rate.

POSITION	ANNUAL STARTING RATE *	ANNUAL AVERAGE RATE **	NUMBER OF EMPLOYEES IN THIS POSITION
----------	------------------------------	------------------------------	--

SECRETARIAL POSITIONS

17. Word Processing Operator			
18. Secretary/Administrative Assistant			
19. Senior Secretary/Administrative Assistant			
20. Executive Secretary/Executive Assistant			

PROFESSIONAL POSITIONS

21. Buyer			
22. Purchasing Agent			
23. Accountant			
24. Senior Accountant			
25. Auditor			
26. Senior Auditor			
27. Collector			
28. Compensation Analyst			
29. Benefits Specialist			
30. Personnel Assistant			
31. Training and Development Specialist			

DATA PROCESSING POSITIONS

32. Data Entry Operator			
33. Senior Data Entry Operator			
34. Computer Operator			
35. Senior Computer Operator			
36. Programmer			
37. Systems Analyst			
38. Programmer/Analyst			
39. Senior Programmer/Analyst			
40. PC Specialist			

* Report starting rate for position as of February 1, 1992. If not available, write N.A.

** If more than one employee, report average for all employees in the position; if only one employee, report actual rate.

MANAGEMENT SALARY SURVEY

For 40 Positions - Salaries Effective February 1, 1992

NOTE: Round ANNUAL salaries to nearest whole dollar. Report rates for full-time, permanent employees in your metropolitan area only. Do not include overtime pay, shift differentials, bonuses or any extra compensation which is not paid regularly.

POSITION	ANNUAL STARTING RATE *	ANNUAL AVERAGE RATE **	NUMBER OF EMPLOYEES IN THIS POSITION
41. Accounting Manager			
42. Auditing Manager			
43. Branch Manager			
44. Building Services/ Facilities Manager			
45. Compensation and Benefits Manager			
46. Computer Operations Manager			
47. Controller			
48. Credit & Collection Manager			
49. Customer Service Manager			
50. Data Processing Manager			
51. Employment Manager			
52. Human Resources (Personnel) Manager			
53. Marketing Manager			
54. Office/Administrative Services Manager			
55. Payroll Manager			
56. Purchasing Manager			
57. Records Manager			
58. Sales Manager			
59. Accounts Payable Manager			
60. Computer Operations Supervisor			
61. Data Entry Supervisor			
62. Mailroom Supervisor			

WE WELCOME YOUR INPUT!

How can these surveys better meet your needs? What positions would you like to see covered? Please write your comments in the space below.

* Report starting rate for position as of February 1, 1992. If not available, write N.A.
 ** If more than one employee, report average for all employees in the position; if only one employee, report actual rate.



Administrative Management Society
1101 Fourteenth Street, N.W., Suite 1100
Washington, D.C. 20005